

STRATEŠKI MANAGEMENT V JAVNEM SEKTORJU 3

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:

Strateški management v javnem sektorju 3

Course title:

Strategic Management in the Public Sector 3

Članica nosilka/UL

UL FU

Member:

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Skupni doktorski študijski program UPRAVLJANJE IN EKONOMIKA JAVNEGA SEKTORJA , tretja stopnja, za pridobitev doktorata znanosti (od študijskega leta 2026/2027 dalje)	Ekonomski (modul)	2. letnik	Celoletni	izbirni
Skupni doktorski študijski program UPRAVLJANJE IN EKONOMIKA JAVNEGA SEKTORJA , tretja stopnja, za pridobitev doktorata znanosti (od študijskega leta 2026/2027 dalje)	Javno upravljanje (modul)	2. letnik	Celoletni	izbirni

Univerzitetna koda predmeta/University course code:

0060739

Koda učne enote na članici/UL Member course code:

3016

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
20	20	0	0	20	90	5

Nosilec predmeta/Lecturer:

Lara Jelenc, prof. dr. Primož Pevcin

Vrsta predmeta/Course type:

izbirni/elective

Jeziki/Languages:

Predavanja/Lectures:

Angleščina, Slovenščina

Vaje/Tutorial:

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

Splošni pogoji za vpis v program.

Prerequisites:

Vsebina:

1. Temelji strategije in kontekst javnega sektorja
2. Oblikovanje strategije v javnih organizacijah
3. Zunanje okolje in strateška analiza v javnem sektorju
4. Notranja analiza in dinamika v javnih organizacijah
5. Merjenje učinkovitosti, kazalniki in evalvacija

Content (Syllabus outline):

1. Foundations of Strategy and Public Sector Context
2. Strategy Formulation in Public Organizations
3. External Environment and Public Strategic Analysis
4. Internal Analysis & Public Organization Dynamics

6. Funkcija vodenja v javnem sektorju in vključevanje deležnikov 7. Državljeni in participativno načrtovanje 8. Inovacijska strategija v javnem sektorju 9. Digitalizacija, e-uprava in umetna inteligenca kot novi kontekstualni okviri strategij 10. Izzivi implementacije strategij 11. Različni domenski pristopi k strateškemu managementu, kot so strategija kot praksa, kognitivna strategija in dinamične sposobnosti v javnem sektorju 12. Poudarek na etiki, transparentnosti in odgovornosti, vključno s strateškim obvladovanjem tveganj, odpornostjo ter trajnostnimi strategijami v javnem sektorju	5. Performance Management, Metrics & Evaluation 6. Public Leadership & Stakeholder Engagement 7. Citizen engagement and participatory planning 8. Innovation Strategy in Public Sector 9. Digitalization, E-government, and AI as the new strategizing contexts 10. Strategic Implementation Challenges 11. Different domain perspectives of strategic management like Strategy-as-practice, Cognitive strategy, Dynamic capabilities specifics in public sector 12. Emphasis on ethics, transparency, and accountability within the concepts like strategic risk management, resilience and sustainable public sector strategies
---	--

Temeljna literatura in viri/Readings:

1. Bryson, J. M. (2018). *Strategic Planning for Public and Nonprofit Organizations* (5th ed.) (200 str.)
2. Joyce, P. (2022). *Strategic Management and Governance: Strategy Execution Around the World*. 1. izdaja. Routledge. (poglavja 5-8, 100 str.)
3. Ferlie, E. in Ongaro, E. (2022). *Strategic Management in Public Services Organizations: Concepts, Schools and Contemporary Issues*. Routledge. (332 str.)

Cilji in kompetence:

Študent:

- uporabi najpomembnejša znanja in veščine, ki so potrebne za uspešno planiranje in izvajanje strateških sprememb,
- sintetizira izhodišča za strateške spremembe/izboljšave kot sta koncepta Novi javni management in Management celovite kakovosti (TQM),
- loči in evalvira posebnosti uvajanja sprememb v javnih in zasebnih organizacijah,
- uporabi orodja za uvajanje strateških sprememb v organizacijah javnega sektorja.

Kompetence:

- razumevanje pomena načrtovanja in uvajanja sprememb v organizacijah,
- sposobnost zaznavanja in uvajanja sprememb v delovanju javnih organizacijah kot osnove za aplikacijo obsežnega pridobljenega korpusa teoretičnih in praktičnih znanj,
- sposobnost uporabe menedžerskih orodij za učinkovito uvajanje sprememb v organizacijah,
- razumevanje pomena in vloge relevantnih deležnikov pri strateškem načrtovanju in inoviranju v javnih organizacijah,
- sposobnost uporabe in interpretacije ustreznih podatkov, ki so potrebni za oblikovanje presoj, vključno z razmislekom o tem, kako zadeve izboljšati razviti ali nadgraditi,
- sposobnost vodenja pretežno aplikativnih raziskav in reševanja praktičnih problemov na področju strateškega managementa v javnih organizacijah.

Objectives and competences:

Student:

- uses the most important knowledge and skills needed for successful planning and implementation of strategic change.
- discovers and generates
- the most important platforms for strategic changes/improvements such as the concept of New Public Management and Total Quality Management (TQM),
- distinguishes and appraises the differences in change management concepts between private and public sector organisations,
- applies the tools of strategic change management in public organisations.

Competences:

- to understand the importance of planning and change management in organisational practice,
- to critically evaluate and implement changes in public organisations as prerequisite to marry theory and practice of advanced strategic management,
- to place in the context the available managerial tools for strategic change implementation in organisations,
- to understand the importance and roles of relevant stakeholders in the process of strategic change planning and organisational innovating,
- to deal with information needed to effectively evaluate and implement desired changes in organisation,
- to format and conduct applied research in problem solving issues in the field of strategic management in public organisations.

Predvideni študijski rezultati:	Intended learning outcomes:
Študent je pokazal sposobnost zaznati potrebe po uvajanju strateških sprememb v delovanju javnih organizacij ter sposobnost zasnovati in vpeljati bistvene raziskovalne postopke z znanstveno integriteto; hkrati je sposoben kritične obravnave in sinteze strokovnih in znanstvenih vprašanj ter novih idej iz področja teorije in prakse strateškega menedžmenta in uvajanja sprememb v javnih organizacijah po zaključku predmeta.	Student will know how to identify the needs for strategic changes in public organisations and to construct and implement research in the field; will also know how to implement those changes in most effective way; is able to competently advance professional and scientific questions in the field of strategic management and change management in public organisations at the end of a period of learning.

Metode poučevanja in učenja:	Learning and teaching methods:
1. Predmet bo sestavljen iz predavanj in seminarjev v predavalnici ter individualnega študijskega dela in raziskovanja. 2. Predavanja – predavajo se izbrane teme, ki se določijo posebej glede na razvoj teorije in prakse strateškega managementa. 3. Seminarske vaje – na seminarskih vajah študentje predstavijo vsebino oziroma rezultate aplikativne raziskovalne naloge. 4. Drugo – izdelava aplikativne raziskovalne naloge, ki obravnava zahtevnejši poslovno-upravni problem na strateški ravni v izbrani javni organizaciji. 5. Individualni študij za izpit.	1. Lectures and seminars in class room; individual study and research work of students. 2. Lectures – contemporary topics in theory and practice of strategic management are presented. 3. Seminars – students present topics and results of applied research work. 4. Other – preparation of applied research paper dealing with advanced managerial problem on strategic level in selected public organisation. 5. Individual study for the exam.

Načini ocenjevanja:	Delež/Weight	Assessment:
1. Priprava in zagovor aplikativne raziskovalne naloge	50,00 %	1. Applied research paper preparation and presentation
2. Ustni izpit	50,00 %	2. Oral exam

Ocenjevalna lestvica:	Grading system:
opravil z odliko/opravljen/ni opravljen	passed with distinction/passed/failed

Reference nosilca/Lecturer's references:
1. Mills, D., Pudney, S., Pevcin, P. in Dvorak, J. (2022). Evidence-based public policy decision-making in smart cities: does extant theory support achievement of city sustainability objectives?. <i>Sustainability</i>, 14(1), 1-23. 2. Qeriqi, H. in Pevcin, P. (2023). Critical dimensions of strategic planning effectiveness in public organisations: a systematic literature review. V M. Turk in G. Nikolić (ur.), <i>Što nam donosi leadership četvrte industrijske revolucije (IR4.0)? ekonomske, društvene i obrazovne perspektive</i> (str. 113-125). Veleučilište PAR. 3. Pevcin P., Hržica R., Debelak K. (2025). Navigating the automation–augmentation paradox: a case study of artificial intelligence integration in public management functions. <i>NISPAcee journal of public administration and policy</i>, 18(2), 106-135. 4. Ivančić, Valentina ; Jelenc, Lara ; Mencer, Ivan The strategy implementation process as perceived by different hierarchical levels: The experience of large Croatian enterprises // <i>Journal of Entrepreneurship, Management and Innovation</i>, 17 (2021), 2; 99-124. doi: 10.7341/20211724 5. Jelenc, Lara Strategic thinking- what have we learned so far? // <i>Harnessing Networks to Drive Innovation and Achieve Sustainable Development Goals (SDGs)</i> / Zavrl, Irena; Hunjet, Anica; Maghni, Ahmed et al. (ur.). Varaždin: Varaždin Development and Entrepreneurship Agency and University North, Croatia; Faculty of Management University of Warsaw, Poland Faculty of Law, Economics and Social Sciences Sale - Mohammed V University in Rabat, Morocco Ecole Nationale de Commerce et, 2025. str. 101-114

6. Knapić, Viktorija; Licul, Goran; Jelenc, Lara A literature review of lean methods and tools: research trends and issues // International Journal of Productivity and Quality Management, 43 (2024), 3; 320-349. doi: 10.1504/ijpqm.2024.142312