STRATEŠKI MANAGEMENT ZA JAVNO UPRAVLJANJE

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	STRATEŠKI MANAGEMENT ZA JAVNO UPRAVLJANJE
Course title:	STRATEGIC MANAGEMENT FOR PUBLIC GOVERNANCE
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Uprava in javno upravljanje (smer)	2. letnik	1. semester, 2. semester	izbirni

Univerzitetna koda predmeta/University course code:	0644069
Koda učne enote na članici/UL Member course code:	2313

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
24	10			56	90	6

Nosilec predmeta/Lecturer:	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:	Prerequisites:
Ni pogojev.	No prerequisits.

Vsebina:	Content (Syllabus outline):
1. Modeli strateškega načrtovanja v javnem in nepridobitnem sektorju. 2. Faze strateškega načrtovanja. 3. Inputi strateškega managementa. 4. Zunanje in notranje okolje organizacij. 5. Vizija, poslanstvo in cilji organizacij. 6. Formulacija strategije organizacije. 7. Vrste in tipologija strategij. 8. Evalvacija in uresničevanje strategij. 9. Kontrola strategij. 10. Strateško vodenje in strateško podjetništvo. 11. Aktualna vprašanja strateškega menedžmenta v javnem sektorju. 12. Aktualni družbeno-ekonomski razvoj (trajnost, digitalizacija, zeleni prehod ipd.) in vpliv na oblikovanje strategij ter strateško odločanje deležnikov.	1. Strategic management models for public and non-profit organizations 2. Strategic planning stages 3. Strategic management inputs 4. The external and internal organizational environment 5. Organizational mission, vision and goals 6. Strategy formulation 7. Strategy typology 8. Evaluation and implementation of strategies 9. Strategy control 10. Strategic leadership and strategic entrepreneurship 11. Key strategic-management topics for public sector organizations 12. Socio-economic development (sustainability, digitalization, green transition issues), formulation

	of strategies and strategic decision-making of stakeholders

Temeljna literatura in viri/Readings:

1. Drumaux, A. in Joyce, P. (2018). Strategic Management for Public Governance in Europe. Palgrave Macmillan. (poglavje 8, 18 str.)
2. Ferlie, E. in Ongaro, E. (2022). *Strategic Management in Public Services Organizations: Concepts, Schools and Contemporary Issues*. Routledge. (332 str.)
3. Joyce, P. (2022). *Strategic Management and Governance: Strategy Execution Around the World*. 1. izdaja. Routledge. (poglavja 5-8, 100 str.)

Cilji in kompetence:	**Objectives and competences:**
Cilji: Študent: • razume pomen načrtovanja v organizacijah, • kritično presoja temeljna izhodišča za uspešno strateško načrtovanje, • analizira in uporablja podatke in orodja strateškega načrtovanja, • razume in kritično presoja aktualne strateške probleme, • utemeljuje in razvija strateške rešitve za javne in nepridobitne organizacije. Kompetence: • sposobnost razvijanja teoretičnih in uporabnih spoznanj na področju strateškega načrtovanja, • sposobnost prenosa teoretičnih osnov v prakso z vertikalno integracijo vsebin strateškega managementa, • sposobnost kritičnega ovrednotenja dejavnikov oblikovanja, udejanja in kontrole strategij, • zmožnost izdelave strateškega načrta, • sposobnost presoje kompleksnejših izzivov strateškega odločanja.	Objectives: Students: • are able to plan and implement strategic changes in organizations • are able to prepare strategic plans and strategic planning documents • are able to assess inputs for strategic changes and improvements • are able to utilize tools and organizational data to recognize strategic problems • are able to produce strategic solutions, secific focus given to public and non-profit organizational setting Competencies: • The ability to develop theoretical and applicative knowledge in the field of strategic management. • The ability to transfer theory to practice with vertical integration of strategic management topics. • The ability to critically evaluate factors of preparation, implemantation and controlling of strategic plans. • The ability to develop strategic plan. • The ability to evaluate complex challenges in strategic decision-making.

Predvideni študijski rezultati:	**Intended learning outcomes:**
Študent: • uporablja orodja strateškega načrtovanja, • analizira in ovrednoti strateške izzive na ravni organizacije, • razvija konkretne strateške rešitve, • izdela konkretni strateški načrt za organizacijo, • kritično oceni konkretni strateški načrt.	Student: • Utilizes tools of strategic planning. • Analyzes and evaluates strategic challenges at the organizational level. • Develop specific strategic solutions. • Develops strategic plan for specific organization. • Critically evaluates strategic plans.

Metode poučevanja in učenja:	**Learning and teaching methods:**
1. predavanja, 2. seminarji, 3. predstavitev, 4. e-učenje.	1. Lectures 2. Seminars 3. Presentation 4. E-learning

Načini ocenjevanja:	**Delež/Weight**	**Assessment:**
1. Seminarsko delo	30,00 %	1. Seminar

2.	Zagovor seminarskega dela	10,00 %	2.	Presentation of seminar
3.	Pisni ali ustni izpit	60,00 %	3.	Written or oral exam

Ocenjevalna lestvica:	**Grading system:**
5 - 10, pri čemer velja, da je pozitivna ocena od 6 - 10	5 - 10, a student passes the exam if he is graded from 6 to 10

Reference nosilca/Lecturer's references:

1. PEVCIN, Primož, HRŽICA, Rok, DEBELAK, Katja. Navigating the automation–augmentation paradox : a case study of artificial intelligence integration in public management functions. NISPAcee journal of public administration and policy. Dec. 2025, vol. 18, iss. 2, str. 106-135. ISSN 1338-4309.
2. HRŽICA, Rok, DEBELAK, Katja, PEVCIN, Primož. A dual-level model of AI readiness in the public sector : merging organizational and individual factors using TOE and UTAUT. Systems. 2025, vol. 13, no. 8, [article no.] 705, 28 str., ilustr. ISSN 2079-8954.
3. DEBELAK, Katja, HRŽICA, Rok, PEVCIN, Primož. Implementing artificial intelligence in the public sector : between national strategy and local challenges. V: ŠPRAJC, Polona (ur.), et al. 45th International Conference on Organizational Science Development = 45. mednarodna konferenca o razvoju organizacijskih znanosti : organization and the longevity society = organizacija in dolgoživa družba : conference proceedings = konferenčni zbornik : [March 18 – 20, 2026, Portorož, Slovenia]. 45th International Conference on Organizational Science Development society, conference proceedings, [March 18 – 20, 2026, Portorož, Slovenia]. 1st ed. Maribor: University of Maribor, University of Maribor Press, 2026. Str. 159-174, ilustr. ISBN 978-961-299-124-1.
4. PEVCIN, Primož, PETKOVŠEK, Veronika. Incentive, compliance or strategy : the state of sustainability reporting in waste management industry in Slovenia. V: EGPA 2025 Conference, Glasgow, Scotland, 26-29 August 2025 : ConfTool Conference Administration. Glasgow: EGPA. 2025.
5. QERIQI, Hamit, PEVCIN, Primož. Critical dimensions of strategic planning effectiveness in public organisations : a systematic literature review. V: TURK, Marko (ur.), NIKOLIĆ, Gordana (ur.). Što nam donosi leadership četvrte industrijske revolucije (IR4.0)? : ekonomske, društvene i obrazovne perspektive : zbornik radova 12. međunarodne znanstveno-stručne konferencije PAR International Leadership Conference - PILC 2023. Rijeka: Veleučilište PAR, 2023. Str. 113-12 ISBN 978-953-8437-00-7.
6. PETKOVŠEK, Veronika, HROVATIN, Nevenka, PEVCIN, Primož. Analysis of principal-agent relationship in Slovenian water and wastewater management. Journal of infrastructure, policy and development. 2024, vol. 8, iss. 6; article no. 3801, 17 str. ISSN 2572-7923.