

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet: Vodenje in upravljanje socialnega podjetja
Course title: Leadership and Management of Social Enterprise

| Študijski program in stopnja Study programme and level | Študijska smer Study field | Letnik Academic year | Semester Semester |
|--|---|------------------------------|------------------------------------|
| Psihosocialna pomoč, druga Psychosocial counseling, master, second | Program nima smeri The programme has no fields | Prvi, drugi First, second | Drugi, četrti Second, Fourth |

Vrsta predmeta / Course type

Izbirni/elective

Univerzitetna koda predmeta / University course code:

| Predavanja Lectures | Seminar Seminar | Vaje Tutorial | Klinične vaje work | Druge oblike študija | Samost. delo Individ. work | ECTS |
|------------------------|--------------------|------------------|-----------------------|-------------------------|----------------------------------|------|
| 20 | 10 | 0 | 0 | 0 | 120 | 5 |

Nosilec predmeta / Lecturer:

red. prof. dr. Dejan Jelovac/Prof. dr. Dejan Jelovac

Jeziki /

Languages:

Predavanja /

Lectures:

Vaje / Tutorial:

Slovensko / Slovenian

Angleško / English

Slovensko / Slovenian

Angleško / English

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

Vpis študenta v prvi letnik študija.

Prerequisites:

Enrolment into the first year of study.

Vsebina:

- Uvod v vodenje in upravljanje na področju socialne ekonomije;
 - Socialno podjetje kot dimenzija organiziranega inter-mediarnega prostora civilne družbe;
 - Teorije o vlogi, vplivu in pomenu socialne ekonomije v moderni družbi;
 - Trendi v razvoju socialne ekonomije v zadnjem desetletju;
 - Slovenske socialna podjetja in socialno podjetništvo v mednarodni primerjalni perspektivi;
 - Ustanovitev socialnega podjetja in njegov pravni status (so.p.);
 - Temeljni principi vodenja in procesi upravljanja socialnega podjetja: definiranje poslanstva organizacije, transformacija poslanstva v vizijo in vloga eksekutivnega vodstva, etika vodenja in upravljanja socialnega podjetja, strateško in akcijsko planiranje v socialnem podjetju, marketing v socialnem podjetju, evalvacija programov in razvijanje novih programov delovanja socialnega podjetja, oblikovanje in upravljanje programov za pridobivanje sredstev, krizni menedžment v socialnem podjetju, menedžment človeških virov v socialnem podjetju, ekonomski vidiki managementa v socialnem podjetju kot tipični obliki neprofitnih organizacij, financiranje socialnega podjetja, odnosi z javnostmi, lobiranje socialnega podjetja;
 - Socialno podjetje kot učeča se organizacija;
- Zaključna opombe: možnosti za nadaljnji razvoj tretjega oz. neprofitnega sektorja v sodobnem svetu in Sloveniji

Content (Syllabus outline):

- Introduction into leadership and management at the field of social economy;
 - Social enterprise as a dimension of organised/intermediate place of a civil society;
 - Theories on the role, impact and the importance of social economy in modern society;
 - Trends in the development of the social economy in the last decade;
 - The Slovenian social enterprises and social entrepreneurship in the international comparative perspective;
 - Foundation of the social enterprise and its legal status;
 - The basic principles of leading and the processes of managing the social enterprise: the definition of the organization's mission, the transformation of the mission into vision and the role of executive management, the ethics of leading and managing the social enterprise, the strategic and action planning in the social enterprise, marketing in the social enterprise, evaluation of the programs and development of new social enterprise work programs, formation and managing of programs for acquiring financial funds, crisis management in the social enterprise, management of human resources in the social enterprise, economic aspects of the management of social enterprise as a typical non-profit organisation, funding of social enterprise, public relations, lobbying by social enterprise;
 - Social enterprise as a learning organization;
- Concluding remarks: perspectives for the further development of the Third ie. non-profit sector in modern world and Slovenia.

Temeljni literatura in viri / Readings:

Ridley-Duff, Rory in Bull, Mike (2011): *Understanding Social Enterprise: Theory And Practice*. London: SAGE Publications.

Fitzhugh, Helen in Stevenson, Nicky (2015): *Inside Social Enterprise: Looking to the Future*. Bristol: Policy Press, University of Bristol.

Yunus, Muhammad (2011): *Building Social Business: The New Kind of Capitalism that Serves Humanity's Most Pressing Needs*. New York; Public Affairs.

Ridley-Duff, Rory (2015): *The Case for FairShares: A new model for social enterprise development and the strengthening of the social and solidarity economy*. Sheffield: FairShares Association.

Worth, J. Michael (2013): *Nonprofit Management: Principles and Practise*. London: SAGE Publications.

Drucker, Peter (2006): *Managing the Non-profit Organization*. New York, HarperCollins Publishers Inc.

Paton, Rob (2003): *Managing and Measuring Social Enterprises*, London: SAGE Publications.

JELOVAC, Dejan (ur.) (2002): *Jadranje Po Nemirnih Vodah Menedžmenta Nevladnih Organizacij*. Ljubljana: Radio Študent: Študentska Organizacija Univerze & Koper: Visoka Šola Za Management

Cilji in kompetence:

- sposobnost oblikovanja izvirnih idej, konceptov in rešitev določenih problemov;
- poznavanje pomena kakovosti in prizadevanje za kakovost strokovnega dela skozi avtonomnost, (samo)kritičnost, (samo)refleksivnost in (samo)evalvacijo v strokovnem delu;
- zmožnost za prepoznavanje in izkoriščanje priložnosti, ki se ponujajo v delovnem in družbenem okolju (ki se izkazujejo kot podjetniški duh in aktivno državljanstvo);
- razvoj komunikacijskih sposobnosti in spretnosti za komuniciranje z različnimi okolji;
- sposobnost timskega dela, tj. pripravljenost na sodelovanje, kooperativnost, upoštevanje mnenj drugih in izpolnjevanje dogovorjene vloge v okviru tima in skupine;
- sposobnost za izdelavo projekta, ki lahko kandidira za mednarodna sredstva;

Objectives and competences:

- The ability to formulate original ideas, concepts and solutions for specific problems;
- Understanding the importance of quality and striving for the quality of professional work through autonomy (self) criticism, (self) reflection and (self) evaluation of professional work;
- The ability to identify and exploit the opportunities offered in the work and the social environment (reflected as the entrepreneurial spirit and active citizenship);
- The development of communication skills and skills for communicating with different environments;
- The ability for teamwork, i.e. willingness for cooperation, collaboration, taking into account the opinions of others and fulfilment of the defined roles within the team and the group;
- The ability to prepare the project, which may stand for international funding;

- sposobnost uporabe relevantnih domačih in mednarodnih virov, uporabe elektronskih virov in kritične analize relevantne literature;
- Sposobnost razumevanja družbene odgovornosti;
- Razvoj potrebe po doseganju družbene pravičnosti in podpiranju raznolikosti;
- Razvoj sposobnosti interdisciplinarnega mišljenja in sodelovanja;
- Sposobnost učenja na osnovi relevantnih virov z različnih področij teorije in prakse;

Predmetno specifične kompetence:

- Razumevanje razlike med podjetništvom in socialnim podjetništvom oz. med klasično in socialno ekonomijo;
- Razumevanje odnosa med t. i. četrtem sektorjem in drugimi družbenimi sektorji;
- Razumevanje notranjega socialnega podjetništva skozi potenciale družbenega razvoja;
- Spoznavanje orodij, ki so na voljo za merjenje vpliva in učinkovitosti socialnih podjetij;
- Spoznavanje karakteristik vodenja v socialnem podjetništvu;
- Sposobnost izdelave poslovnega načrta za socialno podjetje ali notranji socialni podjem;
- Sposobnost uporabe in kombiniranja znanj z različnih disciplinarnih področij, ki so relevantna za socialno podjetništvo;
- Spoznavanje podjetniške in inovativne proizvodnje dobrin in zagotavljanja storitev, katerih cilj je presežke porabiti predvsem za uresničevanje družbenih ciljev;
- Spoznavanje najboljših praks in vzorčnih modelov na področju socialnega podjetništva;

Predvideni študijski rezultati:

- temeljnih razlik vodenja in upravljanja med socialnimi in profitnimi podjetji;
- strateškega odločanja in načrtovanja v socialnih podjetjih kot neprofitnih organizacijah;

- The ability to apply relevant national and international sources, to apply electronic sources and critical analysis of relevant literature;
- Ability to understand the social responsibility;
- Development of the need to achieve social justice and support the diversity;
- Development of interdisciplinary thinking and cooperation skills;
- Ability to learn on the basis of relevant sources from different areas of theory and practice;

Subject-specific competences:

- Understanding the difference between entrepreneurship and social entrepreneurship or between classical and social economy;
- Understanding the relationship between the so called fourth sector and other sectors of the society;
- Understanding of the internal social entrepreneurship through potentials of social development;
- Exploring the tools available for measuring the impact and effectiveness of social enterprises;
- Exploring the characteristics of leadership in the social entrepreneurship;
- The ability to develop business plan for a social enterprise or internal social venture;
- The ability to apply and combine knowledge from different disciplines that are relevant for social entrepreneurship;
- Exploring the entrepreneurial and innovative production of goods and provision of services aiming to spend surpluses mainly to achieve social goals;
- Exploring best practices and sample models in the field of social entrepreneurship;

Intended learning outcomes:

- Fundamental differences in leading and managing social and profit organizations;
- Strategic decision-making and planning in social enterprises as non-profit organizations;

- spoznati različne tipe socialnih podjetij (so.p) pri nas in v svetu: kooperative (zadruga), vzajemne družbe, vzajemne zavarovalniške organizacije, fundacije (ustanove), združenja (društva), zavodi, itd.;
- poslovnih rezultatov in merjenje učinkov v socialnih podjetjih kot neprofitnih organizacijah;
- funkcij managementa v socialnem podjetju;
- spoznati temeljne svetovne trende v razvoju socialne ekonomije v zadnjih desetletjih;
- spoznati posebnosti upravljanja javnega sektorja in vlogo države v tem sektorju;
- posebnosti uspešnega vodenja socialnih podjetij kot tipičnih neprofitnih organizacij.

- to learn about different types of social enterprises in Slovenia and wider: cooperative, mutual company, foundation, association, public institute, etc.;
- Business result and measurement of effects in social enterprises as non-profit organizations;
- Managerial functions in social enterprise;
- to acquire knowledge about fundamental global trends in the development of social economy in last decades;
- learn about particularities of public sector management and the role of the state;
- Particularities of successful management of social enterprises as typical non-profit organizations.

Metode poučevanja in učenja:

- Predavanja z aktivno udeležbo študentov (razlaga, diskusija, vprašanja, primeri, reševanje problemov);
- Vaje na seminarski način (refleksija prebranih besedil in lastnih izkušenj, timsko delo, metode kritičnega mišljenja, diskusija, sporočanje povratne informacije, socialne igre);
- Vaje, ki temeljijo na izkušenskem, sodelovalnem in problemskem učenju (samostojno učenje, diskusija, razlaga, opazovanje, timsko delo, študija primera, metode kritičnega branja in pisanja, evalvacija, samoocenjevanje);
- Individualno delo študentov (študij literature);
- Individualne in/ali skupinske konzultacije (diskusija, dodatna razlaga, obravnava specifičnih vprašanj);
- Možnost oblikovanje portfolija in samostojen študij (motiviranje, usmerjanje, samoopazovanje, samouravnavanje, refleksija).

Learning and teaching methods:

- Lectures with the active participation of students (presentation, discussion, questions, problems, problem solving);
- Seminars (reflections of the read texts and own experience, team work, methods of critical thinking, discussions, reporting feedback information, social games);
- Seminars based on experience based learning, participation in problem learning (independent study, discussion, explanation, observation, team work, case study, methods of critical reading and writing, evaluation, self-evaluation);
- Individual work (study of the literature);
- Individual and/or groups consultations (discussion, additional explanation, dealing with specific issues);
- A possibility of portfolio formation and independent study (motivating, guiding, self-observing, self-tuning, reflection).

Delež (v %) /

Načini ocenjevanja:

Weight (in %)

Assessment:

| Način (pisni izpit, ustno izpraševanje, naloge, projekt) | Delež (v %) / Weight (in %) | Assessment: Type (examination, oral, coursework, project): |
|--|-----------------------------|--|
| Izdelava in zagovor seminarske naloge na vajah | 35 % | Seminar work with reports on exercises and presentation of the work. |

| | | |
|---|------|--|
| Ustni ali pisni izpit | 65 % | Oral or written examination |
| Ocenjevalna lestvica – skladno s Pravilnikom o preverjanju in ocenjevanju znanja. | | Grading is in accordance with the Faculty's evaluation Ordinance |

Reference nosilca / Lecturer's references:

Jelovac, Dejan in Rihtaršič, Tanja (2014): Social entrepreneurship and fair trade. *Innovative issues and approaches in social sciences*, 7(1), str. 82-98.

Grušovnik, Rosana in Jelovac, Dejan (2014): The Impact of managerial multicultural competences on company's competitive advantage in global economy. *Innovative issues and approaches in social sciences*, 7(3), str. 58-89.

Jelovac, Dejan in Rihtaršič, Tanja (2013): A model of Slovenian ethical consumerism. *Raziskave in razprave*, 6(3), str. 115-146.

Kralj, Anita; Jelovac, Dejan in Mate, Vasilij (2013): Organizational values and moral virtues of entrepreneur: an empirical study of Slovenian entrepreneurs. *Innovative issues and approaches in social sciences*, 6(2), str. 109-138.

Jelovac, Dejan in Maške, Matjaž (2012): An empirical study of transformational leadership in Slovenian entrepreneurship. *Innovative issues and approaches in social sciences*, 5(3), str. 65-82.

Brglez, Robi; Jelovac, Dejan; Miklavc, Jan; Jelen, Tomaž in Besednjak, Aneja (2012): An empirical study of the attitude of final year secondary school students in Goriška region toward entrepreneurship. *Raziskave in razprave*, 5(3), str. 3-50.

Jelovac, Dejan; Wal, Zeger van der in Jelovac, Ana (2011): Business and government ethics in the new and old EU: an empirical account of public-private value congruence in Slovenia and the Netherlands. *Journal of Business Ethics*, 103(1), str. 127-141.

Jelovac, Dejan (ur.) (2002): *Jadranje po nemirnih vodah menedžmenta nevladnih organizacij*. Ljubljana: Radio Študent: Študentska organizacija Univerze & Koper: Visoka šola za management.

JELOVAC, Dejan (2002): Vpliv medsebojnega odnosa civilne družbe in političnega podsistemana družbeno regulacijo sociosistemov v tranziciji – izziv managementu NVO. V: Jelovac, Dejan (ur.): *Jadranje po nemirnih vodah menedžmenta nevladnih organizacij*. Ljubljana: Radio Študent: Študentska organizacija Univerze & Koper: Visoka šola za management, str. 138-152.

Jelovac, Dejan (2002): Odisejada krmarjev neprofitnega sektorja. V: Jelovac, Dejan (ur.): *Jadranje po nemirnih vodah menedžmenta nevladnih organizacij*. Ljubljana: Radio Študent: Študentska organizacija Univerze & Koper: Visoka šola za management, str. 11-27.