



Professor: dr. Vlado Dimovski, Full Professor
Coordinator: Assistant Professor dr. Barbara Grah

Subject: Frontiers of Management Course Syllabus

Course Objectives

It is the objective of this course to guide doctoral students of the School of Economics and Business, University of Ljubljana, in the direction of the latest trends within the field of organization and management research and practice. By attending this course, the students will enrich their knowledge and their perspectives on organization and management. Throughout the course, the students will obtain valuable information and advice on how to use this knowledge in their Ph.D. theses in progress. Interactive lectures, enriched with practical work related to studied topics, will be given to offer them a chance to actively prepare for their doctoral theses.

Vlado Dimovski, PhD, Full Professor

Vlado Dimovski, Ph.D., is a full professor of management and organizational theory at the Management and organization unit at the School of Economics and Business, University of Ljubljana, Slovenia, and lectures at several undergraduate, postgraduate and doctoral courses. His primary areas of expertise are organizational learning, learning organization, knowledge management, modern management and organizational theory, leadership, as well as age management, with a focus on domestic as well as the international environment. Professor Dimovski has taught and researched at various universities and institutions worldwide. Professor Dimovski has published several articles in recognized journals (115 published scientific articles), as well as 10 scientific monographs, next to numerous other works, as his bibliography includes 1,500+ units. He is also a consultant for companies and international institutions, and governments in the region through which he shares his experiences





gained. Professor Dimovski also heads the national program research group entitled The Impact of Corporate Governance, Organizational Learning, and Knowledge Management on Organizations in Ageing Societies, and is a Member of the European Academy of Sciences and Arts (2016-).

Course Structure

DAY 1:

- Course Introduction
- Age Management (Part I)

DAY 2:

- Age Management (Part II)

DAY 3:

- Organizational Design

DAY 4:

- Classic Books in Management + students' presentations

DAY 5:

- Frontiers of Management Selected Topics

DAY 6:

- Student's framework of publishable scientific article presentations and discussions
- Course wrap-up

Course Requirements / Assignments

In order to pass this course, the students are expected to fulfill the following requirements (all submissions and presentations have to be in English since it is the official language of the course):



- Classic book presentation (Day 4) (20%)
- Active participation - in-class discussions (**all sessions**) (20%)
- A framework of publishable scientific (scholarly) article (**Day 6**) (20%)
- A publishable scientific (scholarly) article (submission: **September 1st, 2025**) (40%)

Classic book presentation assignment:

Each student is obligated to:

1. choose one of the books listed below (not the same as your colleagues) and inform the course coordinator, dr. Barbara Grah at barbara.grah@ef.uni-lj.si on your choice (first come, first served basis),
2. read the book and find out as much as you can about it so you will be able to present its content as well as value added in class and
3. prepare presentation and send it to barbara.grah@ef.uni-lj.si and vlado.dimovski@ef.uni-lj.si, no later than a day before presentation, that is by **DATE TO BE ADDED, till 6 pm**. Your presentation should be **minimum 15 - 20 minutes** and will count for 20% of your final grade.

1. F.W. Taylor. 1911. *The Principles of Scientific Management*.
2. H. Fayol. 1917. *Administration Industrielle et Generale*.
3. E. Mayo. 1927-32. *Hawthorne and the Western Electric Company*.
4. C.I. Barnard. 1938. *The Functions of the Executive*.
5. P.F. Drucker. 1946. *Concept of the Corporation*.
6. J.G. March & H.A. Simon. 1958. *Organizations*.
7. A.D. Chandler. 1962. *Strategy and Structure: Chapters in the History of Industrial Enterprise*.
8. P.R. Lawrence & J.W. Lorsch. *Organization and Environment*.
9. J.D. Thompson. 1967. *Organizations in Action*.
10. H. Mintzberg. 1973. *The Nature of Managerial Work*.
11. J.R. Galbraith. 1973. *Designing Complex Organizations*.
12. R.E. Miles & C.C. Snow. (1978). *Organizational Strategy, Structure, and Process*.
13. M.E. Porter. 1980. *Competitive Strategy*.

A framework of publishable scientific (scholarly) article:

Each student should prepare a framework of a publishable scientific article (2-4 text pages), including, among others, targeted journal, research topics, research question(s), proposed methodology, expected results, and value-added. You will have **10 to maximum 15 minutes** to present your framework.



A publishable scientific (scholarly) article

Final deadline for submitting the final (full) version of the publishable scientific article: The publishable scientific article has to be sent in electronic form to vlado.dimovski@ef.uni-lj.si until **September 1st, 2025** at noon. Late submissions will not be accepted.

PLEASE USE THE TITLE PAGE IN THE APPENDICES FOR THE FRAMEWORK DOCUMENTS!

“Publishable” means of a good enough quality and methodologically strong enough to be appropriate for publication in a top (SCI or SSCI indexed) journal. For the typical structure of the scientific article, see the presentations, presented within your PhD research methods course.

Readings and other sources:

Day 1 and 2: Age Management

1. Dimovski, V., Penger, S., Peterlin, J. Grah, B., Roblek, V., Meško, M., Peljhan, D., Colnar, S. (2022). *Towards an integrated theory of aging : an organizational perspective*. Harlow, Essex: Pearson Education.

Day 3: Organizational Design

2. Burton, R. M, Obel, B., & Håkonsson, D. D. (2015). *Organizational Design: A Step-by-Step Approach* (3rd ed.). Cambridge: Cambridge University Press.

Day 4: Classic Books in Management

1. F.W. Taylor. (1911). *The Principles of Scientific Management*.
2. H. Fayol. (1917). *Administration Industrielle et Generale*.
3. E. Mayo. (1927-32). *Hawthorne and the Western Electric Company*.
4. C.I. Barnard. (1938). *The Functions of the Executive*.
5. P.F. Drucker. (1946). *Concept of the Corporation*.
6. J.G. March & H.A. Simon. (1958). *Organizations*.
7. A.D. Chandler. (1962). *Strategy and Structure: Chapters in the History of Industrial Enterprise*.
8. P.R. Lawrence & J.W. Lorsch. *Organization and Environment*.



9. J.D. Thompson. (1967). *Organizations in Action*.
10. H. Mintzberg. (1973). *The Nature of Managerial Work*.
11. J.R. Galbraith. (1973). *Designing Complex Organizations*.
12. R.E. Miles & C.C. Snow. (1978). *Organizational Strategy, Structure, and Process*.
13. M.E. Porter. (1980). *Competitive Strategy*.

Day 5: Advanced Management Overview and Frontiers of Management Selected Topics

3. Dimovski, V., Penger, S., Peterlin, J., Grah, B., Černe, M., & Klepec, M. Penger, S (editor). (2017). *Advanced management and leadership practice*. Essex: Pearson education limited.

Day 6: Student's framework of publishable scientific article presentations and discussions

Student's additional sources

Grading

The structure of the grade for this course is as follows:

1. Classic book presentation: 20%
2. Active participation and in-class discussions: 20%
3. Scientific article framework and presentation: 20%
4. Scientific article: final submission: 40% (CONDITION!)



School of Economics and Business, University of Ljubljana

Doctoral programme in Economics and Business

Course: **Frontiers of Management**

Professors: **prof. dr. Vlado Dimovski**

Course coordinator: **assistant prof. dr. Barbara Grah**

Academic Year: **2024/2025**

Framework of Publishable Scientific Article:

(TITLE)

Student fills in:

Name and Last Name: _____

Enrollment Number: _____

Date of the Review/Presentation: Ljubljana, _____

Professor fills in:

Comments: _____

Note: _____



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Academic Year: **2024/2025**

Publishable Scientific Article:

(TITLE)

Student fills in:

Name and Last Name: _____

Enrollment Number: _____

Date of the Review/Presentation: Ljubljana, _____

Professor fills in:

Comments: _____

Note: _____