

	<b>UČNI NAČRT PREDMETA/COURSE SYLLABUS</b>
<b>Predmet:</b>	<b>Obvladovanje kakovosti in poslovne odličnosti</b>
<b>Course title</b>	<b>Quality Management and Business Excellence</b>

<b>Študijski program in stopnja</b> <b>Study programme and level</b>	<b>Študijska smer</b> <b>Study field</b>	<b>Letnik</b> <b>Academic year</b>	<b>Semester</b> <b>Semester</b>
Upravljanje in poslovanje 2	Upravljanje in poslovanje	2.	3.
Business and Management 2	Business and Management	2 <sup>nd</sup>	3 <sup>rd</sup>

**Vrsta predmeta/Course type** Izbirni/elective

**Univerzitetna koda predmeta/University course code**

<b>Predavanja</b> <b>Lectures</b>	<b>Seminar</b> <b>Seminar</b>	<b>Sem. vaje</b> <b>Tutorial</b>	<b>Lab. vaje</b> <b>Laboratory work</b>	<b>Teren. vaje</b> <b>Field work</b>	<b>Samost. delo</b> <b>Individ. work</b>	<b>ECTS</b>
20		15				6

**Nosilec predmeta/Lecturer:** izr. prof. dr. Nevenka Maher

<b>Jezik/</b> <b>Languages:</b>	<b>Predavanja/Lectures:</b>	slovenski/Slovenian
	<b>Vaje/Tutorial:</b>	slovenski/Slovenian

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

<ul style="list-style-type: none"> <li>• Pogoj za vključitev v delo je vpis v drugi letnik študijskega programa.</li> <li>• Študent mora pred izpitom pripraviti in predstaviti raziskovalno nalogo.</li> </ul>	<ul style="list-style-type: none"> <li>• The condition for inclusion is entry in the second year of study.</li> <li>• Student has to prepare, present and defend a research paper before the exam.</li> </ul>
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**Vsebina:**

**Content (Syllabus outline):**

<ul style="list-style-type: none"> <li>• Menedžment. Okolje menedžmenta. Načrtovanje in odločanje. Organiziranje. Vodenje in vedenje. Kontroliranje.</li> <li>• Odličnost. Paradigma menedžmenta odličnosti. Sodobni pristopi. Modeli in obvladovanje odličnosti. Temeljna načela odličnosti.</li> <li>• Od menedžmenta odličnosti do odličnosti menedžmenta. Odličnost proizvodov in storitev. Odličnost procesov. Osebna odličnost. Odličnost sistema. Odličnost menedžmenta. Odličnost načrtovanja in odločanja. Odličnost organiziranja. Odličnost vodenja in vedenja. Odličnost kontroliranja.</li> <li>• Usmerjenost v rezultate. Doseganje rezultatov v zadovoljstvo vseh udeležениh strani. Prilagodljivost in</li> </ul>	<ul style="list-style-type: none"> <li>• Management. Management environment. Planning and decision-making. Organizing. Management and behaviour. Controlling.</li> <li>• Excellence. Paradigm of management of excellence. Modern approaches. Models and management of excellence. Basic principles of excellence.</li> <li>• From management of excellence to excellence in management. Excellence of products and services. Excellence of processes. Personal excellence. Excellence of the system. Excellence of management. Excellence in planning and decision-making. Excellence in organizing. Excellence in leadership and behaviour. Excellence of control.</li> <li>• Orientation into results. Achieving</li> </ul>
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<p>odzivnost v spreminjajočem se okolju. Merjenje in predvidevanje potreb in pričakovanj vseh udeleženi strani. Cilji politike. Strategije in načrti. Merjenje, analiziranje in izboljševanje usmerjenosti v rezultate.</p> <ul style="list-style-type: none"> <li>• Osredotočenost na kupca. Ustvarjanje trajne vrednosti za kupce. Poznavanje in razumevanje kupcev. Zvestoba kupcev. Konkurenčne prednosti. Predvidevanje potreb in pričakovanj kupcev. Gradnja in vzdrževanje odnosov s kupci. Merjenje, analiziranje in izboljševanje osredotočenosti na kupce.</li> <li>• Voditeljstvo in stanovitnost namena. Jasnost usmeritev in njihovega sporočanja. Vodenje z zgledom in animiranje za odličnost. Vrednote, etika, kultura in organizacijska struktura. Stanovitnost namena, zaupanje in zavzetost. Nenehno prilagajanje okolju. Merjenje, analiziranje in izboljševanje voditeljstva in stanovitnosti namena.</li> <li>• Menedžment na podlagi procesov in dejstev. Soodvisnost in povezanost sistemov, procesov in dejstev. Procesni pristop za sistematično doseganje ciljev. Proces odločanja in zanesljivost informacij. Obvladovanje tveganj. Preventivno delovanje in visoka stopnja zaupanja udeleženi strani. Merjenje, analiziranje in izboljševanje menedžmenta na podlagi procesov in dejstev.</li> <li>• Razvoj in vključevanje zaposlenih. Prepoznavanje potrebnih kompetenc. Pospeševanje in podpora osebnega razvoja. Sproščanje ustvarjalnih zmogljivosti vsakega in vseh zaposlenih. Razširjanje vrednot, kulture zaupanja in pooblaščenja. Osebna odličnost kot pogoj za odličnost sistema. Merjenje, analiziranje in izboljševanje razvoja in vključevanja zaposlenih.</li> <li>• Stalno učenje, inoviranje in izboljševanje. Kritično preverjanje obstoječega stanja in uvajanje sprememb. Kultura nenehnega izboljševanja. Nenehno učenje kot podlaga, da postanemo boljši. Podpiranje inoviranja in izboljševanja s konkurenčnimi primerjavami. Strateško načrtovanje nenehnega izboljševanja. Organizacijsko učenje in intelektualna lastnina.</li> </ul>	<p>results to the satisfaction of all parties involved. Flexibility and responsiveness in a changing environment. Measuring and anticipating the needs and expectations of all parties involved. Policy objectives. Strategies and plans. Measuring, analyzing and improving orientation into results.</p> <ul style="list-style-type: none"> <li>• Focus on the customer. Creating a lasting value for customers. Knowledge and understanding of customers. Customer loyalty. Competitive advantages. Predicting customer needs and expectations. Construction and maintenance of customer relations. Measuring, analyzing and improving customer focus.</li> <li>• Leadership and permanency of purpose. Clarity of directions and their communication. Leading by example and animation for excellence. Values, ethics, culture and organizational structure. The constancy of purpose, trust and commitment. Continuous adaptation to the environment. Measuring, analyzing and improving leadership and constancy of purpose.</li> <li>• Management based on processes and facts. Interdependence and interconnectivity of systems, processes and facts. A process approach for the systematic achievement of goals. Decision-making process and reliability of information. Risk management. Preventive action and high level of confidence of the parties involved. Measuring, analyzing and improving management based on processes and facts.</li> <li>• Development and integration of employees. Identifying the necessary competencies. Promoting and supporting personal development. Relaxing the creative capacity of every and all employees. Dissemination of values, a culture of trust and empowerment. Personal excellence as a condition for excellence of the system. Measuring, analyzing and improving the development and integration of employees.</li> <li>• Continuous learning, innovation and improvement. Critical verification of the existing situation and the introduction of</li> </ul>
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<p>Merjenje, analiziranje in izboljševanje stalnega učenje, inoviranja in izboljševanja.</p> <ul style="list-style-type: none"> <li>• Razvijanje partnerstva. Razvijanje in vzdrževanje partnerstev, ki dodajajo vrednost za udeležene strani. Partnerstva in vzajemne skupne koristi ob zaupanju, spoštovanju in odprtosti. Merjenje, analiziranje in izboljševanje razvijanja partnerstva.</li> <li>• Družbena odgovornost. Odzivanje na pričakovanja svojih udeleženih stani in družbe. Sprejemanje etičnega pristopa. Družbena odgovornost in vrednote organizacije. Preseganje zahtev predpisov in zakonov. Okoljsko vzdržno poslovanje. Merjenje, analiziranje in izboljševanje družbene odgovornosti.</li> <li>• Z modelom poslovne odličnosti EFQM do odličnosti menedžmenta. Voditeljstvo. Zaposleni. Politika in strategija. Partnerstvo in viri. Procesi. Rezultati v zvezi z odjemalci, zaposlenimi in družbo. Ključni rezultati delovanja. RADAR matrika. Ocenjevanje in samoocenjevanje.</li> </ul>	<p>changes. Culture of continuous improvement. Continuous learning as the basis for becoming better. Support innovation and improvement through competitive comparisons. Strategic planning of continual improvement. Organizational learning and intellectual property. Measuring, analyzing and improving continuous learning, innovation and improvement.</p> <ul style="list-style-type: none"> <li>• Developing partnerships. Developing and maintaining partnerships which are adding value to the parties involved. Partnerships and mutual benefit upon mutual trust, respect and openness. Measuring, analyzing and improving the partnership development.</li> <li>• Corporate Social Responsibility. Responding to the expectations of stakeholders and society. Accepting an ethical approach. Social responsibility and values of the organization. Exceeding the requirements of regulations and laws. Environmentally sustainable business. Measuring, analyzing and improving social responsibility.</li> <li>• With the EFQM Business Excellence Model to excellence in management. Leadership. Employees. Policy and strategy. Partnership and resources. Processes. Results related to customers, employees and society. Key performance results. RADAR matrix. Assessment and self-assessment.</li> </ul>
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#### Temeljna literatura in viri/Readings:

<ul style="list-style-type: none"> <li>• Ali, M., et. al. (2001). Managing For Excellence. London: DK Publishing.</li> <li>• Bukovec, B. (v pripravi). Odličnost menedžmenta. Novo mesto: Visoka šola za upravljanje in poslovanje Novo mesto.</li> <li>• Conti, T. (1998). Samoocenjevanje družb. Ljubljana: DZS.</li> <li>• EFQM (1999). The EFQM Excellence Model 1999. EFQM Publications, London.</li> <li>• Marolt, J., B. Gomišček (2005). Management kakovosti. Kranj: Moderna organizacija.</li> <li>• Možina, et al. (2002). Management: nova znanja za uspeh. Radovljica: Didakta.</li> </ul>
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#### Cilji in kompetence:

<p><i>Učna enota prispeva predvsem k razvoju naslednjih splošnih in specifičnih kompetenc:</i></p> <ul style="list-style-type: none"> <li>• celovito kritično mišljenje, sposobnost analize, sinteze in predvidevanje rešitev ter posledic problemov s področij ekonomskih, poslovnih, upravnih, organizacijskih, naravoslovno-matematičnih in drugih družbenih ved</li> </ul>	<h4>Objectives and competences:</h4> <p><i>The learning unit mainly contributes to the development of the following general and specific competences:</i></p> <ul style="list-style-type: none"> <li>• comprehensive critical thinking, the competence for analysis, synthesis and anticipating solutions in the field of economic, business, management and organizational sciences, as well as</li> </ul>
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<p>(interdisciplinarnost),</p> <ul style="list-style-type: none"> <li>• usposobljenost za prepoznavanje potreb po spremembah in uvajanju le teh,</li> <li>• ozaveščenost o nujnosti lastnega izpopolnjevanja, dopolnjevanja poglobljanja in posodabljanja znanja,</li> <li>• celostno obvladovanje temeljnega znanja mikro in makroekonomije, strateškega menedžmenta, marketinga, sodobnih organizacijskih teorij in metodologije raziskovanja ter njegova interdisciplinarna uporaba,</li> <li>• sposobnost umeščanja novih informacij in interpretacij v kontekst poslovnih in upravnih ved,</li> <li>• razumevanje in uporaba metod kritične analize in razvoja teorij ter njihova uporaba pri reševanju problemov s področja upravljanja in poslovanja,</li> <li>• poglobljeno poznavanje in razumevanje organizacij in procesov v sodobnem poslovnem okolju,</li> <li>• preverjanje in vrednotenje dosežkov zaposlenih ter oblikovanje povratnih informacij,</li> <li>• proaktiven odnos do interesnih skupin (partnerjev, dobaviteljev, kupcev, konkurence in politikov ...).</li> </ul>	<p>natural-mathematical and other social sciences (interdisciplinarity),</p> <ul style="list-style-type: none"> <li>• the ability to identify needs for changes and their introduction,</li> <li>• awareness of the need for self-improvement, complementing, deepening and updating of knowledge,</li> <li>• comprehensive management of the fundamental knowledge of micro- and macroeconomics, strategic management, marketing, contemporary organizational theories and methodology of research as well as its interdisciplinary application,</li> <li>• the ability to place new information and interpretations in the context of business and management sciences,</li> <li>• understanding and applying methods of critical analysis and theory development including their use in solving problems in the field of management and business.</li> <li>• in-depth knowledge and understanding of organizations and processes in a modern business environment,</li> <li>• checking and evaluating employee achievements and creating feedback,</li> <li>• proactive attitude towards stakeholders (partners, suppliers, customers, competition and politicians, etc.).</li> </ul>
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### **Predvideni študijski rezultati:**

Znanje in razumevanje:

*Študent/študentka:*

- pozna in razume pomen in večplastnost procesnega pristopa pri menedžmentu poslovne odličnosti in odličnosti menedžmenta,
- pozna in razume vlogo in pomen menedžmenta odličnosti in odličnosti menedžmenta v poslovnih odnosih,
- razume interakcijsko delovanje dejavnikov, ki vplivajo na uspešnost in učinkovitost menedžmenta odličnosti in odličnosti menedžmenta,
- pozna in uporablja sodobne pristope, modele in orodja za doseganje in nenehno izboljševanje odličnosti proizvodov, procesov in sistemov,
- uporablja osnovno znanje in veščine s področja menedžmenta odličnosti in odličnosti menedžmenta,
- reflektira in kritično ovrednoti različne izkušnje s področja menedžmenta odličnosti in odličnosti menedžmenta,

### **Intended learning outcomes:**

Knowledge and understanding:

*Students:*

- know and understand the importance and complexity of the process approach in the management of business excellence and management excellence,
- know and understand the role and importance of management of excellence and excellence in management in business relations,
- understand the interaction of factors that influence the effectiveness and efficiency of management of excellence and excellence in management,
- know and use modern approaches, models and tools for achieving and continually improving the excellence of products, processes and systems,
- use the basic knowledge and skills in the field of management of excellence and excellence in management,
- reflect and critically evaluate different experiences in the field of management

<ul style="list-style-type: none"> <li>aktivno in kritično spremlja in reflektira aktualno dogajanje na področju menedžmenta odličnosti in odličnosti menedžmenta,</li> <li>v povezavi z drugimi predmeti pozna, razume in reflektira kompleksnost strokovnih in družbenih nalog zaposlenih pri menedžmentu odličnosti in odličnosti menedžmenta,</li> <li>pozna in razume umeščenost menedžmenta odličnosti in odličnosti menedžmenta v širše družbene, kulturne in vrednostne kontekste ter z refleksijo teh kontekstov oblikuje intelektualno aktiven odnos do sveta.</li> </ul>	<p>of excellence and excellence in management,</p> <ul style="list-style-type: none"> <li>actively and critically monitor and reflect current developments in the field of management of excellence and excellence of management,</li> <li>in connection with other subjects they know, understand and reflect the complexity of professional and social tasks of employees in management of excellence and excellence of management,</li> <li>know and understand the positioning of management of excellence and excellence in management in the broader social, cultural and value contexts and, through the reflection of these contexts, create an intellectually active attitude towards the world.</li> </ul>
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#### Metode poučevanja in učenja:

#### Learning and teaching methods:

<ul style="list-style-type: none"> <li><i>predavanja</i> z aktivno udeležbo študentov (razlaga snovi, pogovori, vprašanja, primeri, reševanje problemov),</li> <li><i>vaje</i> v povezavi s prakso (refleksija izkušenj, projektno delo, timsko delo, metode kritičnega mišljenja, pogovori, sporočanje povratne informacije, socialne igre, ekskurzija),</li> <li>individualne in skupinske <i>konzultacije</i> (pogovori, dodatna razlaga, obravnava specifičnih vprašanj),</li> <li><i>samostojni študij in raziskovanje</i> (motiviranje, usmerjanje, samoopazovanje, samournavanje, refleksija, samoocenjevanje).</li> </ul>	<ul style="list-style-type: none"> <li><i>lectures</i> with active participation of students (explanation, discussion, questions, examples, problem solving);</li> <li><i>tutorial</i> in connection with practice (reflection of experience, project work, teamwork, critical thinking methods, discussion, feedback, social games, excursion);</li> <li>individual and group <i>consultations</i> (discussion, further explanation, considering specific issues),</li> <li><i>independent study and research</i> (motivation, guidance, self-observation, self-regulation, reflection, self-evaluation).</li> </ul>
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#### Načini ocenjevanja:

Delež (v %)

Weight (v %)

#### Assessment:

<p>Način (pisni izpit, ustno spraševanje, naloge, projekt):</p> <ul style="list-style-type: none"> <li>100 % udeležba na predavanjih in vajah,</li> <li>uspešno opravljena projektna naloga s predstavitvijo in zagovorom.</li> <li>Če študent ni 100 % udeležen na predavanjih in vajah, mora poleg projektne naloge opraviti tudi izpit: <ul style="list-style-type: none"> <li>izpit,</li> <li>priprava, predstavitev in zagovor raziskovalne naloge.</li> </ul> </li> </ul>	<p>100 %</p> <p>60 %</p> <p>40 %</p>	<p>Types (written examination, oral examination, coursework, project):</p> <ul style="list-style-type: none"> <li>100 % attendance of lectures and tutorial,</li> <li>successfully accomplished project assignment with presentation and defense.</li> <li>If the student has not fully attended lectures and tutorial (100%), they have to prepare the project paper and take the exam: <ul style="list-style-type: none"> <li>exam,</li> <li>preparation, presentation</li> </ul> </li> </ul>
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		and defense of a research paper.
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