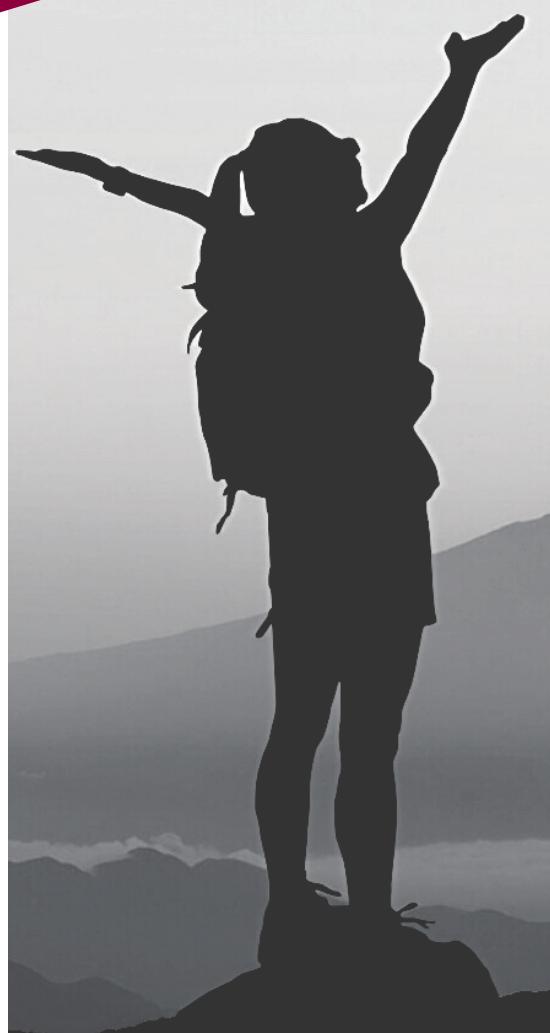


5. znanstvena konferenca NOVE PARADIGME ORGANIZACIJSKIH TEORIJ



Fakulteta za
organizacijske
študije

Faculty of organisation studies



ZBORNIK POVZETKOV

RAZISKOVALNI IZZIVI



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z naslovom »Raziskovalni izzivi«,
Novo mesto, 12. marec 2020

Izdajatelj in založnik: Fakulteta za organizacijske študije v Novem mestu

Urednik: dr. Boris Bukovec

Novo mesto, marec 2020

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Raziskovalni izzivi

Zbornik povzetkov

12. marec 2020

konferenčna dvorana Gostišča Loka v Novem mestu

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Fakulteta za organizacijske študije v Novem mestu, 2020

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Vpliv dolgotrajne oskrbe na kakovost življenja starih

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Raziskovalno vprašanje (RV): V državah OECD se je delež starejših v ustanovah (domovih za stare) zmanjšal zaradi dobro organizirane dolgotrajne oskrbe na domu. Raziskali smo, kako je z omenjeno problematiko v Sloveniji in nakazali nekatere možne rešitve.

Metoda: Za zbiranje podatkov smo uporabili anketno metodo, študija je bila izvedena v sedmih nastanitvenih ustanovah, študiji smo dodali polstrukturirani intervju z negovalnim osebjem v institucijah. Model multivariatnih mešanih učinkov z različnimi kovariancami je razkril, da se ocene kakovosti življenja znižujejo.

Rezultati: V prispevku smo izdelali analizo scenarijev, da bi proučili potencialni vpliv nasprotuječih si trendov na povpraševanje po institucionalni oskrbi v Sloveniji. Četudi v svetu to povpraševanje upada zaradi pričakovanega povečanja števila starih z manj obsežnimi potrebami, ki jim zadostuje oskrba na domu, pa pri nas učinka uvedbe dolgotrajne oskrbe ni zaznati, še več, zaznati je nenehno rast čakajočih na institucionalno oskrbo (v Sloveniji se število nenehno giblje nad 4000). Ker novih domov za stare v ustrezнем številu ni pričakovati, bo neusklenost med povpraševanjem in ponudbo rasla. Z uvedbo dolgotrajne oskrbe pa bi lahko domove namenjali predvsem ljudem, ki potrebujejo obsežen obseg oskrbe z visokimi potrebami (nega), kot tudi za osebe s kognitivnimi in somatskimi motnjami, medtem ko bi velikemu delu vprašanih starih zadostovala le dolgotrajna oskrba na domu, kar bi bistveno razbremenilo povpraševanje po institucionalni oskrbi. Kljub nenehno naraščajočemu številu starih (dolgoživa družba pričakuje v naslednjih letih še povišanje tega števila), pa ustrezne implementacije strategije ni.

Organizacija: Ugotavljamo, da kakovost življenja starih v instrukcijah v Sloveniji pada, tako zaradi neustreznih kadrovskih normativov, kot tudi zaradi prenapolnjenosti teh institucij. Zaposleni se tako ne ukvarjajo s problemi zasebnosti, varnosti, udobja, samostojnosti, spoštovanja, odzivnosti osebja, hrane; problem se odraža tudi na odnosih z osebjem, prijateljskih odnosih in neustreznimi in številnimi pestrimi dejavnostmi. Kakovost življenja ob neustreznem uvajanju dolgotrajne oskrbe v Sloveniji pada.

Družba: »Razumnost in srčnost sta med ljudmi redki vrlini, najredkejša od vseh je pravičnost« je zapisal Plutarh. Človeška družba se stara, kar je fenomen dosežkov sodobne družbe je zapisala M. Ovsenik, kjer poudarja, da ne gre le za posledico razvoja medicine, medicine, znanosti in tehnike ter socialnih in družbenih odnosov, temelječih na vrednotah solidarnosti, ampak predvsem za sodelovanje, razumevanje in sožitje med generacijami. V Sloveniji staranju ne namenjamo ustrezne pozornosti, zato strategije dolgotrajne oskrbe zahtevajo operacionalizacijo na vseh ravneh življenja starih, če želimo zagotovljati tudi v starosti človeka vredno življenje. Strategija dolgožive družbe, ki jo je objavil UMAR leta 2017, zaznamuje le tri cilje (1) dostojno in varno bivanje vseh generacij v domačem okolju z upoštevanjem visoke ravni človekovih pravic, (2) vključevanje vseh generacij v ekonomsko, družbeno, socialno, kulturno življenje in spodbujanje medgeneracijskega sodelovanja in (3) ohranjanje in izboljšanje telesnega in duševnega zdravja vseh generacij. Ne omenja pa, kako ustrezno izobraziti in usposobiti ljudi, da bodo dolgotrajno oskrbo sposobni izvajati.

Originalnost: Raziskava kaže, da Strategija dolgožive družbe, kakršno je predstavil UMAR, ne naslavljata celovitih potreb dolgožive družbe – zato potrebuje ustrezno nadgradnjo.

Omejitve/nadaljnje raziskovanje: Raziskava je omejena na razmeroma nizko število institucij (7), nakazuje pa nujnost vseslovenske raziskave, ki bo pokazala v kolikšni meri implementacija Strategije dolgotrajne oskrbe odgovarja na sedanje in bodoče potrebe.

Ključne besede: institucionalno varstvo, dolgotrajna oskrba, kakovost življenja starih.

Marija Ovsenik, zaslužna profesorica in častna senatorka Alma Mater Europea – ECM. Doktorirala je s področja socialne politike in socialnega dela, drugi doktorat pa je izdelala na področju organizacije izobraževanja v turizmu. V redno profesorico je bila izvoljena na Univerzi v Ljubljani leta 2002. Vodila je projekt Tempus, katerega rezultat je bil izobraževalni Specialistični program na področju managementa v socialnem delu. Bila je dekanja Fakultete za turizem »Turistica« pri UP, kjer so pod njenim vodstvom prenovili dodiplomske programe in pridobili podiplomski študij. Bila je predstojnica Socialne gerontologije pri AMEU – ECM, in je avtorica (in bila vodja tima) programa Socialna gerontologija na dodiplomski (VS in UN), podiplomski in doktorski ravni, in je soavtorica študijskega programa Management v turizmu pri FOŠ: Predavala je številnih fakultetah (na Univerzah v Ljubljani, Mariboru, Tuzli, Sarajevu, Na AMEU – ECM, na Univerzi na Primorskem, na Fakulteti za organizacijske študije V Novem mestu in več tujih Univerzah. Vodila je več projektov, sodelovala pri mednarodnih projektih, je avtorica ali soavtorica 16 monografij in številnih člankov v revijah, ki so indeksirane v SCI, SSCI, Scopus in drugih. Bila je mentorica številnim diplomantom, magistrom in doktorjem znanosti. Prejela je vrsto nagrad, med drugim Nagrado za izjemne dosežke na področju socialnega varstva (MDDSS Z), nagrado za prispevek k razvoju Socialne zbornice, priznanje odličnosti na FOŠ in dobila je priznanje Ambasadorica znanja za izjemne dosežke na področju raziskovalno-izobraževalnega dela.

The Impact of Long-term Care on the Quality of Life of the Elderly

Research Question (RV): In OECD countries, the portion of elderly living in long-term institutional care (homes for elderly) has declined due to well-organized long-term care at home. We investigated how this problem in Slovenia was addressed and outlined some possible solutions.

Method: The survey method was used to collect the data. The study was conducted in seven long-term care institutions, and semi-structured interviews with the nursing staff at the institutions were also carried out. A multivariate mixed effects model with different covariates revealed that quality of life estimates were decreasing.

Results: An analysis scenarios was performed in order to examine the potential impact of conflicting trends on the demand for institutional care in Slovenia. Even though this demand is falling in the world due to the expected increase in the number of elderly with less extensive needs, for whom care at home is sufficient, the effect of the introduction of long-term care in Slovenia is still undetected, even more, there is a continuous growth of pending applications for institutional care (there number in Slovenia exceeds 4000). As sufficient capacities in new homes for long-term institutional care are not expected to be available in the near future, the mismatch between demand and supply will grow. With the introduction of long-term care, institutions could target primarily people in need of a large volume of high-level care, as well as for persons with cognitive and somatic disorders, while long-term care at home would be sufficient for a large proportion of the elderly, which would significantly relieve the demand for institutional care. Despite the steadily increasing number of old people (the long-lived society expects an increase in their number in the coming years), there is no proper implementation of the strategy.

Organization: We find that the quality of life of the elderly in Slovenia is decreasing due to inadequate staffing standards and overcrowding of these long term care institutions. Employees thus often neglect privacy, security, comfort, independence, respect, responsiveness of staff, food; the problem is also reflected in staff relations, friendly relations and inadequate and not enough varied activities. The quality of life is falling with the inadequate introduction of long-term care in Slovenia.

Society: "Reason and cordiality are rare virtues among men, the least of which is justice," Plutarch wrote. Human society is aging, which is a phenomenon of achievements of modern society, wrote M. Ovsenik, emphasizing that it is not only a consequence of the development of medicine, medicine, science and technology and social and social relations based on the values of solidarity, but above all for cooperation, understanding and coexistence between generations. In Slovenia, we do not pay adequate attention to aging, which is why long-term care strategies require operationalization at all levels of life for the elderly, if we are to ensure

a decent life in the old age. The IMAD (Institute of Macroeconomic Analysis and Development of the Republic of Slovenia) Strategy of long-lived society, published by IMAD in 2017, outlines only three goals: (1) a decent and secure living for all generations in the home environment, and respect for a high level of human rights, (2) inclusion of all generations in economic, social, social, cultural life and promoting intergenerational cooperation and (3) maintaining and improving the physical and mental health of all generations. However, the Strategy does not address how to properly educate and train people to be able to provide long-term care.

Originality: The survey shows that Strategy of long lived society, as presented by IMAD, does not address the overall needs of the long-lived society - therefore it needs to be upgraded accordingly.

Limitations / further research: The survey is limited to a relatively small number of institutions (7), but it indicates the need for a wider survey that will show to what extent the implementation of the Strategy of the long-lived society responds to current and future needs.

Keywords: institutional care, long-term care, quality of life of the elderly.

Marija Ovsenik, Professor Emerita and Honorary Senator of Alma Mater Europaea – ECM, holds a PhD in social policy and social work, and a second PhD in the field of organization of the education in tourism. She became a full professor at the University of Ljubljana in 2002. She led the Tempus project, the result of which was an educational Specialist Program in Management in Social Work. She was the dean of the Faculty of Tourism "Turistica" at University of Primorska. Under her leadership, undergraduate programs were renewed and a postgraduate degree was obtained. She was Chair of Social Gerontology at AMEU - ECM, and she is the author (and team leader) of the undergraduate, postgraduate and doctoral levels of the Social Gerontology curricula, and is the co-author of the study program Management in Tourism at Faculty of Organizational Studies in Novo mesto. She lectured at several faculties (at the Universities of Ljubljana, Maribor, Tuzla, and Sarajevo, at the AMEU - ECM, the University of Primorska, at the Faculty of Organizational Studies and several foreign universities. She has led many projects, participated in international projects, she authored or co-authored 16 monographs and numerous journal articles indexed by SCI, SSCI, Scopus, etc. She has been a mentor to numerous graduates, masters and PhDs, and has received numerous awards including the Social Welfare Excellence Award (MDDSZ - Ministry of Labour, Family, Social Affairs and Equal Opportunities), the award for her contribution to the development of the Social Chamber, recognition of excellence at Faculty of Organizational Studies, and she was recognized as an Ambassador of Knowledge for outstanding achievements in the field research and educational work.

Ključne spremnosti pogajanj strokovnjakov z različnih področij

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Raziskovalno vprašanje (RV): Katere so ključne spremnosti na področju pogajanj, ki jih uporablja strokovnjički z različnih področij?

Namen: Ta članek se osredotoča na pogajalske veščine, ki jih lahko uporablja vsakdo na katerem koli delovnem področju, ki zahteva pogajalske veščine.

Metoda: Za namene raziskave smo uporabili kvalitativno paradigma. Anketirali smo 18 ljudi z različnih delovnih področij (poslovodja banke, direktor, član uprave velikega podjetja, medicinska sestra, dirigent, vodja trženja, vodja prodaje, vodja s področja turizma, pravnik), da bi videli, kako poteka njihov pogajalski postopek v vsakdanjem življenju, in kako drugačna je teorija od njihove prakse.

Rezultati: Ključna spremnost obvladovanja pogajanj je, da smo pri komunikaciji pozorni, kar nam bo posledično dalo priložnost za izboljšanje. Pozornost bo povečala našo sposobnost prepoznavanja vseh priložnosti v katerih se lahko pogajamo. Posledično lahko brez pozornosti zamudimo priložnosti za ugodnejše izide pogajanj in kot takšni ostanemo v temi, ne vedoč, kaj se skriva pred nami in za nas. Drugič, bodite vztrajni. Ne pričakujte, da boste prvič zmagali.

Organizacija: Svet se spreminja in v vsakem poklicu so pogajalske spremnosti pomemben del našega vsakodnevnega dela. Nekateri ljudje se naravno pogajajo in do pogajanj pridejo tako naravno, vendar to ne pomeni, da se ne moremo naučiti pogajanja. Menedžerji bi morali imeti dobre pogajalske sposobnosti, da bi lahko vodili organizacijo kakovostno.

Družba: Vsakodnevno komuniciramo in ves dan se pogajamo, če se tega zavedamo ali ne. Poznavanje ključnih spremnosti pogajanj izboljša uspešnost komunikacije z ljudmi v vsakodnevnuživljenju.

Originalnost: Raziskava ugotavlja ključne spremnosti pogajanj, ki so značilne za več vrst strokovnjakov.

Omejitve/nadaljnje raziskovanje: Omejitev, ki se pojavi pri kvalitativnem raziskovanju in je tudi omejitev naše raziskave je težava posploševanja podatkov, kar pomeni, da podatke ne

moremo posploševati na celotno populacijo. Za nadaljnje raziskovanje predlagamo uporabo kvantitativne metodologije.

Ključne besede: pogajanja, pogajalske spretnosti, teorija pogajanj, življenske izkušnje, ključne spretnosti.

Sabina Osmičević je zaposlena kot Samostojna svetovalka Ključnih strank v sektorju Poslovanje s podjetji in investicijsko bančništvo pri eni najpomembnejših evropskih bančnih skupin UniCredit Group in sicer UniCredit Banka Slovenija d.d. Pred dolgoletnim delovanjem v bančnem sektorju, se je aktivno ukvarjala s turizmom kot vodja prodaje, uprave in odnosov z javnostmi za različna slovenska in tuja turistična podjetja. Diplomirala je iz organizacijskih ved, Inženiring poslovnih in delovnih procesov na Univerzi v Mariboru in je trenutno kandidatka za zaključek magisterija pri Fakulteti za management, Univerze na Primorskem.

Dr. Maja Meško je redna profesorica managementa na Fakulteti za management Univerze na Primorskem. Doktorirala je na področju kineziologije, naslov njene doktorske disertacije je Definiranje nekaterih globalnih sposobnosti in psiholoških značilnosti slovenskih vojaških pilotov. Njeni raziskovalni interesi obsegajo področja managementa, psihologije v managementu, zdravja na delovnem mestu ter vodenja. Sodelovala je in še vedno sodeluje tudi pri različnih projektih. Je avtorica in soavtorica številnih znanstvenih in strokovnih člankov.

Key Skills of Negotiating Used by Professionals from Different Fields

Research Question (RQ): What are the key skills of negotiating used by professionals from different fields?

Purpose: This article concentrates on negotiation skills that can be used by everyone in any work field that requires negotiation.

Method: For the purpose of study we used qualitative paradigm. We interviewed 18 people from different work fields (bank manager, corporative manager, board member of large company, medical nurse, music conductor, marketing manager, sales manager, managers from tourism field, lawyer) with the purpose to see how the negotiation process is used in their daily life, and how different is the theory from their practice.

Results: The key skill of mastering negotiating is, to be aware, which will consequently give us the opportunity to improve. Awareness will increase our ability to recognize all the opportunities wherewith we can negotiate. Consequently, without awareness we can miss the opportunities for more favourable situations and as such we stay in the dark, not knowing what lies before us and for us. Secondly, be persistent. Don't expect to win the first time.

Organization: The world is changing and, in every profession, negotiation skills are an important part of our daily work. Some people are natural in negotiating and negotiations come

to them so naturally, but that does not mean that one cannot learn how to negotiate. Managers should have good negotiating skills in order to run the organization in good quality.

Society: We communicate on a daily basis, and throughout the day, we experience negotiating, whether we are aware of it or not. Knowledge of key negotiation skills enhances the effectiveness of communication with people in everyday life.

Originality: The survey identifies key negotiation skills that characterize several types of professionals.

Limitations / further research: The limitation that arises in qualitative research, which is also a limitation of our research, is the difficulty of generalizing data, which means that data cannot be generalized to the entire population. For further exploration, we propose to use quantitative methodology.

Keywords: negotiation, negotiation skills, negotiation theory, life experience, key skills.

Sabina Osmicevic occupies the post of Relationship Manager for Large Clients in the world of Corporate Banking and Investment with one of the most important European Banks, UniCredit Bank, of Slovenia. Before her many years of Banking expertise, she was actively involved in Tourism, as Sales Manager, Administration and Public Relations for different companies, Slovenian and foreign. She holds a BA in Organizational Sciences as well as in Management of Business and Working Systems from the University of Maribor and University of Primorska. She is currently a candidate to receive her Masters Degree in Management from the University of Primorska.

Maja Meško is a full professor of management at the Faculty of Management, University of Primorska. She received PhD in kinesiology, the title of her doctoral dissertation is Defining certain motor abilities and psychological characteristics of the Slovenian military pilots. Her research interests include the areas of management, psychology in management, occupational health and management. She has also participated in various projects. She authored or co-authored various scientific papers published in professional and academic journals.

Menedžment talentov za potrebe Industrije 4.0: pregled literature

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Raziskovalno vprašanje (RV): Koliko je objavljenih raziskav na temo menedžmenta talentov in Industrije 4.0 od leta 2011 naprej? Kakšne spremembe prinaša Industrija 4.0 praksi menedžmenta talentov?

Namen: Namen raziskave je narediti pregled literature, t.j. znanstvenih člankov, znanstvenih prispevkov s konferenc in samostojnih prispevkov v znanstvenih monografijah, na področju menedžmenta talentov v Industriji 4.0 ter narediti klasifikacijo njihovih karakteristik.

Metoda: Za namen raziskave smo naredili sistematični pregled literature prispevkov, ki so objavljeni v bazah: Web of Science - SCI-EXPANDED, SSCI, A & HCI, CPCI-S, CPCI-SSH, BKCI-S, BKCI-SSH, ESCI, CCR- RAZŠIRJENO, in IC, Googlov učenjak in Scopus.

Rezultati: Na temo menedžmenta talentov in Industrije 4.0 od leta 2011 ni bilo objavljeno dosti prispevkov. Prispevki, ki so objavljeni obravnavajo kompetence, ki jih bodo potrebovali ključni kadri v prihodnosti, izzive izobraževalnega sistema zaradi sprememb, ki jih terja industrija 4.0 ter pomembnost talentov za organizacije prihodnosti.

Organizacija: Pregled znanstvene literature na področju menedžmenta talentov in Industrije 4.0 organizacijam daje koristne informacije za oblikovanje strategij na področju kadrovskega menedžmenta.

Družba: Talenti predstavljajo enega izmed ključnih virov razvoja Industrije 4.0. Talenti v družbi so nujni, saj ti prinašajo znanja spremenjajočem se okolju, prav tako pa tudi konkurenčne prednosti organizacijam.

Originalnost: Raziskava ponuja poglobljen vpogled o spremembah, ki jih prinaša Industrija 4.0 k praksi menedžmenta talentov.

Omejitve/nadaljnje raziskovanje: Omejitev pregleda literature je popolna odvisnost od predhodno objavljenih raziskav in razpoložljivosti le teh.

Ključne besede: menedžment, talenti, menedžment talentov, Industrija 4.0, pregled literature.

Janja Polenšek Davidovski je doktorska študentka na Fakulteti za management Univerze na Primorskem. Zaposlena je na področju kadrov, kjer se ukvarja z razvojem kadrov in njihovih potencialov, vodi ali sodeluje pri kadrovskih in drugih organizacijskih projektih. Njeni raziskovalni interesi obsegajo področja managementa talentov, zdravja na delovnem mestu, izobraževanja in tehnologije.

Maja Meško je redna profesorica managementa na Fakulteti za management Univerze na Primorskem. Doktorirala je na področju kineziologije, naslov njene doktorske disertacije je Definiranje nekaterih gibalnih sposobnosti in psiholoških značilnosti slovenskih vojaških pilotov. Njeni raziskovalni interesi obsegajo področja managementa, psihologije v managementu, zdravja na delovnem mestu ter vodenja. Sodelovala je in še vedno sodeluje tudi pri različnih projektih. Je avtorica in soavtorica številnih znanstvenih in strokovnih člankov.

Borut Likar, doktor elektrotehniških znanosti, je redni profesor in znanstveni svetnik na Fakulteti za management. Njegova raziskovalna področja so management ustvarjalnosti, RRA, inovativnosti in tehnologij; tako v povezavi z gospodarstvom kot s šolskim sistemom. Je avtor številnih izvirnih znanstvenih in strokovnih del ter mnogih patentov in tržno uspešnih inovacij. V svoji bibliografiji ima več kot 700 zapisov. Je prejemnik več domačih in mednarodnih nagrad za svoje delo, tako s področja raziskovalnega dela kot konkretnih inovacij. Aktiven je tudi kot ocenjevalec projektov EU, vablen predavatelj, recenzent znanstvenih publikacij in urednik mednarodnih znanstvenih konferenc in publikacij. Med vrsto vabljenih predavanj so bila še posebno odmevna tista na sedežu Organizacije združenih narodov v Ženevi in kar v dve v Evropskem parlamentu. Je tudi amaterski fotograf, pri čemer ga zanimajo predvsem ustvarjalni pristopi, ter pisec aforizmov.

Talent Management for Industry 4.0: A Literature Review

Research Question (RQ): How much research has been published on Talent Management and Industry 4.0, since the concept first appeared in 2011? What changes does the Industry 4.0 talent management practice bring?

Purpose: The purpose of the research is conducting a literature review, i.e. scientific articles, scientific conference papers and chapters in scientific monographs, in the field of talent management in Industry 4.0, and making a classification of their characteristics.

Method: For the purpose of the study we did a systemic literature review of contributions published on Web of Science: SCI-EXPANDED, SSCI, A&HCI, CPCI-S, CPCI-SSH, BKCI-S, BKCI-SSH, ESCI, CCR-EXPANDED, and IC, Google Scholar, and Scopus database.

Results: Not a lot of contributions have been published on talent management and Industry 4.0 since 2011. The articles published address the competencies that key personnel will need in the future, the challenges of the education system because of the changes required by Industry 4.0, and the importance of talent for organizations of the future.

Organization: A review of the scientific literature in the field of talent management and Industry 4.0 provides organizations with useful information to develop HR strategies.

Society: Talents represent one of the key sources of Industry 4.0 development. Talents in society are essential, as they bring knowledge to a changing environment, as well as competitive advantages for organizations.

Originality: The survey provides an in-depth insight into the changes that Industry 4.0 brings to the talent management practice.

Limitations / further research: The limitations of a literature review of this nature is the complete reliance on previously published research and the availability of these studies.

Keywords: management, talents, talent management, Industry 4.0, literature review.

Janja Polenšek Davidovski is a doctoral student at the Faculty of Management, University of Primorska. She is employed in the field of human resources, where she deals with the development of human resources and their potentials, leads or participates in human resources and other organizational projects. Her research interests cover the areas of talent management, workplace health, education, and technology.

Maja Meško is a full professor of management at the Faculty of Management, University of Primorska. She received PhD in kinesiology, the title of her doctoral dissertation is Defining certain motor abilities and psychological characteristics of the Slovenian military pilots. Her research interests include the areas of management, psychology in management, occupational health and management. She has also participated in various projects. She authored or co-authored various scientific papers published in professional and academic journals.

Borut Likar is a Full Professor and a research counsellor at the UP FM. He achieved his PhD at the Faculty of Electrical Engineering, University of Ljubljana. He is mainly focused on management of innovation processes, R&D, technology and technology transfer in business organisations as well as in educational system. He is the author of hundreds of scientific, expert and other publications (more than 700 bibliographic units), initiator of several international projects and the author of patents, models and copyright works - many proved to be extremely marketable. He is an innovator and a recipient of many national and international awards for his innovations and research work. Among numerous lectures he has given, the talks at the United Nations' headquarters in Geneva and at the European Parliament in Brussel were met with a particularly wide response. Likar is also the amateur photographer, where he is particularly interested in creative and innovative approaches to photography. He also engages in writing aphorisms, which were published internationally.

Napoved tehnoloških sprememb v Industriji 4.0

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Raziskovalno vprašanje (RV): Kakšne so napovedi za tehnološki razvoj Industrije 4.0?

Namen: Članek se osredotoča na predstavitev konca Moorjevega zakona in vpliva tega na tehnološki razvoj Industrije 4.0.

Metoda: Za namene raziskave smo pregledali znanstveno literaturo na temo trendov v razvoju programske in strojne opreme v Industriji 4.0 (kibernetsko fizični sistemi, internet stvari, umetna inteligenco itd.), kot tudi predvideli datuma konca Moorjevega zakona. Pregledali smo alternativne tehnologije, ki imajo potencial, da zamenjajo trenutno tehnologijo ali pa povečajo njeno učinkovitost.

Rezultati: Pregled literature je pokazal, da je Moorjev zakon blizu konca, vsaj do tolikšne mere, ko je predviden dobiček uporabe manjši od vsote, ki bi bila potrebna za raziskave in razvoj za nadaljevanje Moorjevega zakona. Poleg tega naj bi Moorjev zakon prišel do točke, ko ne bi bilo več fizično mogoče proizvesti manjše strojne komponente kot je že sedaj proizvedena. Kljub temu imata kvantno računanje in neuromorfična strojna oprema potencial, da zamenjata trenutno tehnologijo ali pa povečata učinkovitost trenutne tehnologije.

Organizacija: Če se kvantno računanje in neuromorfična strojna oprema pokažeta kot neizvedljiva, bo to pomenilo, da je napredok v razvoju naših tehnologij omejen, vsaj do trenutka, ko se bodo odkrile nove tehnologije, ki so izvedljive.

Družba: Po drugi strani pa je neizvedljivost kvantnega računanja in neuromorfične strojne opreme slaba za Industrijo 4.0, saj je trenutna vrednost Industrije 4.0 - 71.7\$ miljard dolarjev, pričakuje pa se, da se bo ta vrednost povečala na 156.6\$ miljard dolarjev do leta 2024. Kljub temu vse nakazuje na to, da se razvoj kvatnih računalnikov in neuromorfičnih komponent razvija skoraj istočasno s koncem Moorjevega zakona, kot tudi to, da bodo omenjena tehnologija izvedljiva za uporabo.

Originalnost: Na to temo še ni bil narejen pregled literature v povezavi z Industrijo 4.0.

Omejitve/nadaljnje raziskovanje: Omejitev, ki se pojavi pri raziskavi je ta, da se okolje stalno spreminja in lahko da bodo v naslednjih letih naše napovedi zastarele ali pa posodobljene, kot tudi to, da je tema zelo kompleksna in je iz tega razloga težko napovedati prihodnost.

Ključne besede: tehnologije Industrije 4.0, kvantno računanje, neuromorfična strojna oprema, Moorjev zakon.

Tine Bertoncelj je doktor znanosti na področju managementa. Dela kot raziskovalec na Fakulteti za organizacijske študije v Novem mestu, kjer raziskuje področja Industrije 4.0, menedžmenta, sistemov zgodnjega obveščanja in rudarjenja besedil. Je avtor in soavtor večih znanstvenih in strokovnih člankov.

Dr. Maja Meško je redna profesorica managementa na Fakulteti za management Univerze na Primorskem. Doktorirala je na področju kinezijologije, naslov njene doktorske disertacije je Definiranje nekaterih gibalnih sposobnosti in psiholoških značilnosti slovenskih vojaških pilotov. Njeni raziskovalni interesi obsegajo področja managementa, psihologije v managementu, zdravja na delovnem mestu ter vodenja. Sodelovala je in še vedno sodeluje tudi pri različnih projektilih. Je avtorica in soavtorica številnih znanstvenih in strokovnih člankov.

Prediction of Technological Developments in Industry 4.0

Research Question (RQ): What are the predicted trends in technological development in regards to Industry 4.0?

Purpose: This article tries to find out how the end of Moore's law limits development in Industry 4.0.

Method: For the purpose of the study we studied trends in the scientific literature. We studied the current hardware and software requirements of technology used in smart manufacturing (Cyber-physical systems, Internet of Things, Artificial Intelligence etc.), as well as predictions of when Moore's law is expected to end. Finally, we looked at the literature on alternative technologies, which could replace current hardware or increase its efficiency in ways that are not related to Moore's law directly.

Results: We found that Moore's law has reached the point at which the amount of money needed for research and development exceeds the potential profit, in addition to components getting so small on a nano degree that it will soon not be physically possible to make the components smaller. However, quantum computing and neuromorphic hardware show promise in making current hardware more efficient, along with the possibility of eventually fully replacing current hardware.

Organization: If quantum computing or neuromorphic hardware do not end up being viable additions to or alternatives to current technology, Industry 4.0 reaches a dead end, which means that there is a limit to how advanced software and hardware in smart manufacturing can become.

Society: For those that are afraid of technological development, smart manufacturing technologies reaching their limit might be seen as a positive outcome, however for an industry that is currently valued at approximately 71.7\$ billion dollars and is expected to grow to 156.6\$ billion dollars by 2024, this is not a great thing to hear. However, it seems that new technologies are emerging at just the right time for Industrial managers to not worry.

Originality: To the best of our knowledge, this kind of literature review has not yet been conducted within the context of Industry 4.0.

Limitations / further research: The limitation that arises is that the environment in which technology arises is constantly changing, within a few years these predictions might be outdated or updated, as well as the topic, is very complex and hard to predict.

Keywords: Industry 4.0 technology, Quantum computing, Neuromorphic hardware, Moore's law.

Tine Bertoncel received his PhD in management. He is a research assistant at the Faculty of organization studies, where he is doing research on Industy 4.0, management, early management systems and text mining. He authored or co-authored various scientific papers published in professional and academic journals.

Maja Meško is a full professor of management at the Faculty of Management, University of Primorska. She received PhD in kinesiology, the title of her doctoral dissertation is Defining certain motor abilities and psychological characteristics of the Slovenian military pilots. Her research interests include the areas of management, psychology in management, occupational health and management. She has also participated in various projects. She authored or co-authored various scientific papers published in professional and academic journals.

Spremljanje izidov in izkušenj pacientov z rakom - gradnika stalnega izboljševanja kakovosti in varnosti

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Raziskovalno vprašanje (RV): Kako pri pacientih za rakom spremjanje izidov in izkušenj z zdravstveno obravnavo vpliva na stalno izboljševanje kakovosti in varnosti?

Namen: Namen pregleda literature je ugotoviti kateri izidi in izkušnje pacientov z rakom vplivajo na izboljševanje kakovosti in varnosti njihove zdravstvene obravnave ter prepozнатi relevantne merske inštrumente za učinkovito in natančno pridobivanje teh rezultatov v klinični praksi.

Metoda: Uporabljen je bil integrativni pregled znanstvene in strokovne literature. Izvedli smo tematsko kvalitativno analizo in sicer smo uporabili sistematičen pregled znanja o izidih in izkušnjah pacientov z rakom in njihovimi meritvami v zdravstveni obravnavi. Za sistematičen pregled smo v raziskavi s ključnimi besedami izidi (*angl.: patient reported outcomes - PRO*) in izkušnje (*angl.: patient reported experience - PRE*) pacientov z rakom (*angl.: cancer patient*) v zdravstveni obravnavi pridobili izvirne in pregledne poglobljene raziskave s tega področja zadnjih 10 let. Uporabljeni članki so po tipologiji: izvirni, pregledni in strokovni članki, v njih so uporabljene vse tri metodologije raziskav (kvalitativna, kvantitativna ter mešana metodologija raziskovanja). Članki so objavljeni v revijah s faktorjem vpliva. Pregled je potekal v naslednjih bazah podatkov: Web of Science, Scopus in Cinahl WITH FULLTEXT.

Rezultati: Raziskave so pokazale različne vrste in pristope merjenja izidov in izkušenj onkoloških pacientov, ter različne vrste merskih inštrumentov v klinični praksi zdravstvene obravnave pacientov z rakom.

Organizacija: Raziskava je uporabna za vse zdravstvene delavce, ki želijo celostno in vseobsežno uporabiti izide in izkušnje pacientov, meriti in pridobiti oceno pacientov pri svojem kliničnem delu in jih uporabiti pri načrtovanju strategij stalnega izboljševanja kakovosti in varnosti zdravstvene obravnave.

Družba: Spremljanje izidov in izkušenj pacientov z rakom bi moralo postati del rutinske zdravstvene obravnave pacientov z rakom, ne samo tistih, ki so vključeni v klinične raziskave. Izidi in izkušnje pacientov sta pomembna podatka pri ocenjevanju kakovosti in varnosti

zdravstvene obravnave ter načrtovanju strategij in aktivnosti stalnega izboljševanja kakovosti v bolnišničnem okolju

Originalnost: Raziskava pokaže dimenzije izidov in izkušenj pacientov z rakom in njihovo merjenje ter sledenje v klinični praksi..

Omejitve/nadaljnje raziskovanje: Omejitev raziskave je, da je avtorica prispevka sama pristopila k sistematičnem pregledu brez uporabe dodatnih ocenjevalcev, hkrati pa je to tudi priložnost za nadaljnje raziskovanje.

Ključne besede: izidi, izkušnje, pacienti, rak, izboljševanje kakovosti .

Gordana Lokajner je univerzitetna diplomirana organizatorica dela, zaposlena na Onkološkem inštitutu Ljubljana kot raziskovalna medicinska sestra, habilitirana predavateljica za področje zdravstvene nege na FZAB Jesenice. Je doktorska študentka na Fakulteti za organizacijske študije v Novem mestu, Slovenija.

Follow Up Patient Reported Outcomes and Patient Peported Expectation of Cancer Patients - Cornerstone of Continuous Improvement of Quality and Safety

Research Question (RQ): How does the follow up of patient reported outcomes (PRO) and patient reported experience (PRE) for cancer patients affect the ongoing improvement in healthcare quality and safety?

Purpose: The purpose of this literature review is to determine influence of PRO and PRE on quality and safety improvement of cancer patients and to identify relevant measurement instruments for the effective and accurate acquisition of these results in clinical practice.

Method: In this article, an integrative review of scientific and professional literature. A thematic qualitative analysis was conducted, using a systematic review of knowledge about PRO and PRE of cancer patients and their measurements in health care. For a systematic review original and transparent in-depth research into the subject, using two main keywords was obtained: PRO and patient reported experience PRE of all research in this field for the last 10 years. In this review, articles used are by typology, original, review and professional articles, using all three-research methodologies (qualitative, quantitative and mixed research methodology). Selected articles for the review are published in journals with impact factor. The

search for the review was conducted in the following databases: Web of Science, Scopus and Cinahl WITH FULLTEXT.

Results: Our research has shown different types and approaches of measuring PRO and PRE, as well as different types of measurement instruments in the clinical practice of treating cancer patients.

Organization: The research is applicable to all healthcare professionals who want to make full and comprehensive use of PRO and PRE, to measure and obtain patient assessment in their clinical work, and to use them in planning strategies for continuous improvement in the quality and safety of health care.

Society: Follow up on the PRO and PRE of cancer patients should become part of the routine in medical treatment of cancer patients, not just used for the patients involved in clinical research. PRO and PRE are important data in assessing the quality and safety of health care and in planning strategies and activities for continuous improvement of quality in the hospital setting.

Originality: The research shows the dimensions of PRO and PRE in cancer patients and their measurement and follow up in clinical practice.

Limitations / further research: A limitation of this research is that the author of the paper by herself has undertaken a systematic review without the use of additional evaluators, and at the same time this can be an opportunity for further research.

Keywords: outcomes, experience, patients, cancer, quality improvement.

Gordana Lokajner has a bachelor's degree (BSc.) in management, employed at the Institute of Oncology Ljubljana as research nurse, habilitated lecturer in field of nursing care at the FZAB Jesenice, and is a doctoral student at the Faculty of Organisation Studies in Novo mesto, Slovenia.

Na družino osredotočena zdravstvena oskrba

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Raziskovalno vprašanje (RV): Družine igrajo pomembno vlogo pri obravnavi posameznika, ki zaradi bolezni ali ranljivosti potrebuje pomoč in podporo. Aktivno vključevanje družinskih članov v zdravstveno oskrbo pomaga posamezniku pri obvladovanju bolezni. Oblikovali smo naslednje raziskovalno vprašanje: Kakšna je povezanost dejavnikov zdravstvene oskrbe osredotočene na družino s stališči medicinskih sester do sodelovanja družinskih članov pri zdravstveni negi in oskrbi posameznika?

Namen: Namen prispevka je spoznati dejavnike, ki so povezani z zdravstveno oskrbo osredotočeno na družino in stališča medicinskih sester do sodelovanja družinskih članov pri zdravstveni negi in oskrbi posameznika.

Metoda: V raziskavi je bil uporabljen integrativni pregled znanstvene literature s področja zdravstvene oskrbe usmerjene v družino. Uporabljene so bile mednarodne podatkovne baze CINAHL, PubMed in ProQuest. Prav tako pa smo literaturo iskali s pomočjo spletnega brskalnika Google učenjak. S pomočjo ključnih besed *na družino osredotočena oskrba, družinska osredotočenost, družinska zdravstvena nega, partnerstvo z družinami* se je v končno analizo uvrstilo 23 zadetkov, ki so ustrezali vključitvenim kriterijem. Za prikaz pregleda podatkovnih baz in odločanja o uporabnosti pregledanih virov je bila uporabljena metodologija PRISMA. Zbrani podatki so bili analizirani z metodo tematske analize.

Rezultati: Identificirali smo 16 kod, ki smo jih glede na lastnosti in medsebojne povezave združili v 4 vsebinske kategorije: (1) komunikacija, (2) vključevanje družinskih članov v zdravstveno nego in oskrbo, (3) partnerstvo s pacientom in družinskimi člani, (4) odnos medicinskih sester do vključevanja družine v zdravstveno nego in oskrbo.

Organizacija: Na družino usmerjena zdravstvena nega in oskrba mora biti podprta s strani zdravstvenega managementa na vseh nivojih zdravstvenega varstva in postati profesionalna miselnost izvajalcev zdravstvene nege in oskrbe.

Družba: Vključevanje družinskih članov v zdravstveno oskrbo povečuje kakovost in varnost zdravstvene oskrbe, zmanjšuje stroške ter povečuje zadovoljstvo pacientov, družinskih članov in izvajalcev zdravstvene oskrbe.

Originalnost: V pregledu literature nismo zasledili podrobnejše analize, ki bi se nanašala na povezanost dejavnikov zdravstvene oskrbe osredotočene na družino s stališči medicinskih sester do sodelovanja družinskih članov pri zdravstveni negi in oskrbi posameznika.

Omejitve/nadaljnje raziskovanje: Ugotovitve tega pregleda lahko uporabimo za podporo nadaljnjam raziskavam na temo zdravstvene oskrbe osredotočene v družino in za razvoj inovativnih orodij za podporo zdravstveni oskrbi osredotočeni na družino.

Ključne besede: družina, partnerstvo, zdravstvene nega, vključenost, družinski člani, funkciranje družine, medicinska sestra.

Andreja Krajnc je magistrirala na področju socialnega managementa na Fakulteti za organizacijske vede (FOV) Univerze v Mariboru. Kot samostojna podjetnica na podlagi pridobljene koncesije izvaja patronažno zdravstveno varstvo posameznikov, družin in skupnosti. Na pedagoškem področju sodeluje v izvedbi študijskega program za študente prve stopnje in je habilitirana visokošolska predavateljica za predmetno področje zdravstvene nege. Aktivno sodeluje na strokovnih konferencah in simpozijih v okviru zdravstvene nege in oskrbe ter objavlja članke v domačih publikacijah. Je doktorska študentka Fakultete za organizacijske študije v Novem mestu.

Family Centred Health Care

Research Question (RQ): Families play an important role in treatment of individuals who are, due to a disease or vulnerability, in need of help and support. The active involvement of family members in health care helps an individual in confronting the disease. Thus, the following research question has been formed: What is the relationship between the factors of family centred health care on the one hand, and the opinions of nurses on collaboration of family members in the process of nursing and health care of an individual on the other hand?

Purpose: The paper aims to discover the factors that are connected with family centred health care, as well as the opinions of nurses about family members participation in the process of nursing and health care of an individual.

Method: In the research, an integrative review of the literature on family centred health care was carried out. For this purpose, the international research bases CINAHL, PubMed, and ProQuest were accessed. The literature was furthermore searched for by using Google Scholar search tool. Taking *family centred care*, *family centeredness*, *family nursing*, *partnering with families* as keywords, twenty-three articles, which had fitted the search criteria were used in the research. For the demonstration of the research bases results and the choice about the usefulness of the articles The PRISMA method was used. Collected data were analysed by the method of thematic analysis.

Results: Sixteen codes were identified and then classified in four different categories of content according to their characteristics and similarities. These categories are: communication; involving family members in nursing and health care; partnership with a patient and family members; nurses' attitude about involving families in nursing and health care.

Organization: Family centred nursing and health care has to be supported by health management on all the levels of public health and has to become a professional mentality of health care providers.

Society: Involving family members in health care increases its quality and safety, decreases expenses, and increases the contentment of the patients, family members and nursing and health care providers.

Originality: In the literature review, no detailed analysis that would refer to the interconnection between the factors of family centred health care and opinions of nurses about family members' participation in nursing and health care of an individual was noticed.

Limitations / further research: The results of this overview can be used for future researches on the topic of family centred health care, as well as for the development of innovative instruments that would support family centred health care.

Keywords: family, partnering, health care, involvement, family members, family functioning, nurse.

Andreja Krajnc received a Master's degree in social management from the Faculty of Organization Sciences (FOV) at the University of Maribor. As a sole proprietor with an obtained concession, she is actively involved in community nursing care of individuals, families, and communities. In the pedagogical sphere, she is teaching at Bachelor's degree level as a habilitated lecturer in the field of health care. She actively participates at various conferences and symposiums dedicated to nursing and health care, and publishes articles in various Slovenian journals. She is a doctoral student at the Faculty of Organisation Studies in Novo mesto.

Tveganja za nastanek kožnih sprememb in zaščita pred soncem

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Raziskovalno vprašanje: Katera so strokovno ugotovljena tveganja za nastanek sprememb kože in kakšen vpliv ima pri tem sonce?

Namen: Predstaviti maligne in nemaligne kožne spremembe ter dejavnike tveganja, ki povzročijo in/ali pospešijo nastanek malignih sprememb kože, ob tem pa opisati škodljive vplive ultravijoličnega sevanja in zaščito pred temi vplivi.

Metoda: Za namen raziskave je bila proučevana strokovna in znanstvena literatura. Pri iskanju virov smo uporabili elektronske podatkovne baze, ki so dostopne zaposlenim na Univerzi v Ljubljani. Iskanje smo omejili na strokovno-znanstvene recenzirane vire s polnim besedilom, ki niso bili starejši od desetih let.

Rezultati: Številne raziskave pritrjujejo, da je pretirano izpostavljanje sončnim žarkom lahko nevarno početje, ki lahko privede do malignih sprememb na koži. K dodatnim škodljivim učinkom ultravijoličnega sevanja zagotovo pripomorejo globalne podnebne spremembe in posledično tanjšanje varovalnega ozonskega plastiča. Kljub znanim škodljivim učinkom, raziskave poudarjajo tudi blagodejne učinke ultravijoličnega sevanja na zdravje in počutje ljudi.

Organizacija: Izvajalci zdravstvenih storitev bodo pridobili strukturiran vpogled v tveganja za nastanek sprememb kože v povezavi z ultravijoličnim sevanjem in se ob tem seznanili tudi z njegovimi blagodejnimi učinki na zdravje in počutje ljudi.

Družba: Sonce je izjemno pomembno za ohranjanje življenja na našem planetu. Sončnim žarkom se je potrebno izpostavljati preudarno in le ob določenih urah dneva. Pomembno je, da družba pozna tako škodljive kot tudi koristne učinke sonca.

Originalnost: Na raziskovalno temo so bile že izvedene številne splošne raziskave. V naši raziskavi so strukturirano opisane maligne in nemaligne spremembe kože ter vpliv ultravijoličnega sevanja na njihov nastanek.

Omejitve/nadaljnje raziskovanje: Priporočamo izvedbo poglobljene raziskave glede ozaveščenosti strokovne in laične populacije o vplivih ultravijoličnega sevanja.

Ključne besede: ultravijolično sevanje, kožne spremembe, dejavniki tveganja, zaščita, ozaveščanje.

Robert Sotler je absolvent doktorskega študija na Fakulteti za organizacijske študije Novo mesto. Po izobrazbi je diplomirani zdravstvenik, magister javnega zdravja. Veliko let je bil zaposlen neposredno na različnih strokovnih področjih v zdravstvu, največ na področju Nujne medicinske pomoči. Od 2015 je redno zaposlen na Univerzi v Ljubljani, kjer opravlja dela in naloge visokošolskega učitelja. Njegovo ožje pedagoško strokovno področje je prva pomoč.

Risk of Skin Changes and Sun Protection

Research Question (RQ): What are the professionally identified risks of skin changes and what impact does the sun have?

Purpose: To present malignant and non-malignant skin changes and risk factors that cause and/or accelerate the occurrence of malignant skin changes, while describing the harmful effects of ultraviolet radiation and the protection against these effects.

Method: Professional and scientific literature was studied for the purpose of the research. When searching for resources, we used electronic databases that are accessible to employees at the University of Ljubljana. We restricted our research to professional-scientific peer-reviewed resources with full text that were not older than 10 years.

Results: Numerous studies have suggested that excessive sun exposure can be a dangerous activity, which can lead to malignant skin changes. The additional adverse effects of ultraviolet radiation are certainly aided by global climate changes and the resulting depletion of the ozone layer. Despite the known adverse effects, the research has also highlighted the beneficial effects of ultraviolet radiation on human health and well-being.

Organization: Healthcare providers will gain structured insights into the risks of skin changes associated with ultraviolet radiation and, at the same time, learn about its beneficial effects on human health and well-being.

Society: The sun is extremely important for maintaining life on our planet. Exposure to sun should be done prudently and only at certain times of the day. It is important for society to know both, the harmful and beneficial effects of the sun.

Originality: A number of general studies have already been conducted on the research topic. Our research study structurally describes the malignant and non-malignant skin changes and the effect of ultraviolet radiation on their formation.

Limitations / further research: We recommend conducting an in-depth research on the awareness of the professional and general population on the effects of ultraviolet radiation.

Keywords: ultraviolet radiation, skin changes, risk factors, protection, awareness.

Robert Sotler is a graduate of doctoral study at the Faculty of Organisation Studies in Novo Mesto. He has a Bachelor's degree in Nursing and a Master's degree in Public health. His first-hand work experience comes from various fields of health care, but mostly from Emergency medicine. He has been a lecturer at the University of Ljubljana since 2015, his narrow professional field of expertise is First Aid.

Model evalvacije kakovosti obravnave pacientov v urgentnih centrih v Sloveniji

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Raziskovalno vprašanje (RV): Oceniti ali so novo odprti urgentni centri (v nadaljevanju UC) dosegli svoj cilj zagotovitve varne in kvalitetne obravnave za paciente, ki potrebujejo nujno medicinsko pomoč.

RV 1: Ugotoviti ali UC delujejo po predlogu enotne metodologije in zakaj ne (enotna in celovita obravnava na enem mestu, racionalizacija kadra ...)

RV 2: Ali so UC doprinesli k boljši obravnavi urgentnih pacientov?

RV 3: Ali je mogoče izdelati enoten model evalvacije UC?

Namen: Namen raziskave je analizirati delovanje UC (pregled stanja) po predlogu enotne metodologije in izdelati model evalvacije UC, pri katerem bi uporabili ključne kazalnike kakovosti.

Cilji: Analizirati obravnavo urgentnih pacientov v smislu optimalne oskrbe na enem mestu, predlagati možnosti izboljšave delovnega procesa ter izdelati model evalvacije UC

Metoda: Opravili bomo analizo delovnega procesa UC, opravili pogovor s predstojniki in glavnimi sestrami (anketa) ter pregled in analiza relevantne tuje in domače literature UC, njihove evalvacije.

Rezultati: Z rezultati raziskave bomo pridobili vpogled uspešnosti delovanja UC, ki so nastali po predlogu Ministrstva za zdravje.

Organizacija: Z raziskavo bi pridobili vpogled na delovanje novo zgrajenih UC in njihovo pomanjkljivost in ugotovili, kakšne so možnosti za izboljševanje kakovosti in varnosti pri obravnavi pacientov. Ker je zdravstvo v večini nivojev primerljivo s svetovnim vrhom, nas zanima, kje so UC organizacijsko še pomanjkljivo organizirani in zakaj.

Družba: Varna in visoko kakovostna zdravstvena obravnava vsakega pacienta je prioriteta vsakega izvajalca zdravstvenih storitev, ne glede na položaj in poklicno skupino. Zagotavljanje ravni zdravstvene oskrbe, na kateri ne bo prihajalo do nepotrebnih smrti ali škode za zdravje zaradi pomanjkanja ali napak, izidi zdravstvene obravnave pa bodo skladni s standardi in najboljšimi praksami. Ključni cilj so bolj zdravi prebivalci, zadovoljni uporabniki in izvajalci storitev.

Originalnost: Izdelava modela, s katerim bi lahko ovrednotili delovanje UC v smislu doseganja osnovnega cilja (pravočasna in kakovostna oskrba pacientov).

Omejitve/nadaljnje raziskovanje: Omejitve raziskave in predlogi za nadaljnje raziskovanje. Na omejitev raziskave lahko vpliva enotnost in neenotnost v delovanju UC.

Ključne besede: urgentni center, urgenca, urgentna obravnava pacienta, analiza procesa, kakovost, evalvacija, model evalvacije.

Nataša Šporčič je približno 15 let redno zaposlena na Internistični prvi pomoči, Univerzitetni klinični center Ljubljana. Njena prva zaposlitev je bila v Splošni bolnišnici Celje, Oddelek za splošno in abdominalno kirurgijo. Z Ministrstvom za obrambo sodeluje 10 let, kot pripadnica rezervne sestave slovenske vojske – PPRS Role 2 LM. Na Fakulteti za zdravstvene vede Maribor je končala visokošolski študijski program Zdravstvena nega in magistrski študij Management v zdravstvu in socialnem varstvu. Zaključuje tudi magistrski študij Zdravstvene nege. Na Fakulteti za organizacijske študije Novo mesto je vpisana v 1. letnik doktorskega študijskega programa Menedžment kakovosti.

A Model of Evaluating the Quality of Treatment of Patients in the Emergency Centers in Slovenia

Research Question (RQ): Description of research question, problem, topic. Assess whether newly opened emergency centres (below EC) have achieved their goal of providing safe and quality care for patients in need of urgent medical attention.

RV 1: Determine whether ECs operate according to the proposal of a uniform methodology and why not (uniform and comprehensive one-stop treatment, staff rationalisation,...)

RV 2: Did ECs contribute to better treatment of emergency patients?

RV 3: Is it possible to build a single EC evaluation model?

Purpose: The purpose of the research is to analyse the functioning of the EC (status review) according to the proposal of a uniform methodology and to create a model of EC evaluation, using key quality indicators.

Objectives: Analyse the treatment of emergency patients in terms of optimal care in one place, suggest options for improving workflow and Develop a EC evaluation model

Method: We will analyse the EC workflow, Interview superiors and head sisters (survey) and review and analysis of relevant foreign and domestic EC literature, their evaluations

Results: The results of the research will give us an insight into the performance of ECs, which were created on the proposal of the Ministry of Health.

Organization: The research would gain insight into the performance of newly built ECs and their shortcomings and identify opportunities for improving quality and safety in patient care. Because healthcare is comparable to the world summit in most levels, we are interested in where ECs are still poorly organized and why.

Society: Safe and high quality health care for every patient is a priority for any healthcare provider, regardless of position and occupational group. Providing a level of care that will not lead to unnecessary deaths or harm to health due to shortages or mistakes, and the outcomes of treatment will be in accordance with standards and best practices. A key goal is healthier residents, satisfied users and service providers.

Originality: Creating a model that could evaluate the performance of EC in terms of achieving its primary goal (timely and quality patient care).

Limitations / further research: Research limitations and suggestions for further research. The limitation of the research may be influenced by the unity and inequality in the operation of the EC.

Keywords: emergency centre, urgent care, urgent patient treatment, process analysis, quality, evaluation, evaluation model.

Nataša Šporčič, has been a full-time employee at the Internist First Aid, University Clinical Center Ljubljana for about 15 years. Her first job was at the General Hospital Celje, Department of General and Abdominal Surgery. For 10 years she has been working for the Ministry of Defence as a member of the reserve force in the Slovenian Army - PPRS Role 2 LM. She graduated from the Faculty of Health Sciences in Maribor with a bachelor's degree in Nursing and a master's degree in Management in Health and Social Care. She is also completing her master's degree in Nursing. She is attending the first year of PhD Program Quality Management at the Faculty of Organizational Studies Novo mesto.

Gradniki proaktivnega modela zdravja in dobrega počutja revmatoloških bolnikov v Sloveniji

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Raziskovalno vprašanje (RV): Bolezni mišično-skeletnega sistema predstavljajo eno izmed najpogostejših kroničnih nenalezljivih bolezni. Na naraščanje števila bolezni vpliva staranje populacije, epidemija debelosti in nezadostno gibanje. V Sloveniji je trenutno 11% populacije z različnimi oblikami revmatskih bolezni. Revmatične bolezni se pojavijo v vseh življenjskih obdobjih in pomembno vplivajo na kvaliteto življenja. Stroški zdravljenja so visoki in predstavljajo pomemben javnozdravstveni problem, ki narašča s staranjem prebivalstva in spremembami dejavnikov zdravja. Ni še jasno opredeljeno, ali imajo bolniki pomemben vpliv na kakovost življenja z ustreznim menedžerskim pristopom k zdravljenju.

Namen: Namen raziskave je pregled trenutne literature o problematiki samokontrole revmatičnih bolezni z vidika celostne rehabilitacije, razdelitev samokontrole na različne kategorije in ocenitev doprinsa vsake kategorije na zdravje in dobro počutje. Pri tem bomo identificirali glavne dejavnike, ki vplivajo na ohranjanja zdravja in dobrega počutja bolnikov.

Metoda: Izvedli smo integrativni pregled literature, ki je bila objavljena v zadnjih desetih letih na področju samokontrole bolezni in kategorizacijo dejavnikov, ki vplivajo na ohranjanje zdravja in dobrega počutja ter ovrednotili njihov prispevek na počutje bolnika. Uporabljena strategija iskanja je bila bibliografska študija objavljenih člankov v spletnih bazah Pubmed, OTseeker, CINAHL in Medline s ključnimi besedami: revmatična bolezen, zdravje in dobro počutje, rehabilitacija, menedžment, proaktivno vedenje.

Rezultati: Opisano je veliko kategorij - menedžmenta bolezni, ki jih lahko razdelimo na: upoštevanje različnih virov informacij, zahteve, ki jih narekuje sama bolezen (zdravljenje) in življenje s kronično boleznično (stil življenja posameznika in vpetost v družino/družbo). Predvidevamo, da bodo posamezne kategorije različno doprinesle k zdravju in dobremu počutju in da k spodbujanju menedžmenta ogromno doprinese družbena in organizacijska podpora.

Organizacija: Izvajalci zdravstvenih storitev lahko omogočijo proaktivno vedenje posameznika s stalnimi procesi komuniciranja, partnerstva in oblikovanjem ustreznih načrtov menedžmenta na daljše časovno obdobje.

Družba: Predpostavljamo, da analiza pomaga prepozнатi družbeno odgovornost posameznika in družbe v skupni skrbi za zdravje populacije in posameznika v njej.

Originalnost: Raziskava ponuja aktualen pogled na možnosti prevzemanja odgovornejšega vedenja za boljši izid zdravljenja posameznika s kronično revmatično bolezniijo. Identificiramo dejavnike tveganja, ki doprinesejo k menedžmentu revmatoloških bolnikov.

Omejitve/nadaljnje raziskovanje: Smotorno bi bilo nadaljnje raziskovanje v smeri iskanja možnosti, ki jih imajo bolniki v Sloveniji ter oblikovanje proaktivnih smernic menedžmenta bolezni.

Ključne besede: revmatična bolezen, zdravje in dobro počutje, rehabilitacija, menedžment, proaktivno vedenje.

Barbka Huzjan je doktorska študentka na Fakulteti za organizacijske študije v Novem mestu in zaposlena kot delovna terapeutka na Interni kliniki UKC Ljubljana.

The Building Blocks of a Proactive Model for the Health and Well-Being of Rheumatological Patients in Slovenia

Research Question (RQ): Musculoskeletal disorders are one of the most common chronic non-communicable diseases. The increasing number of diseases is affected by the aging of the population, the obesity epidemic and insufficient movement. In Slovenia, 11 % of the population currently has various forms of rheumatic diseases. Rheumatic diseases occur at all stages of life and significantly affect the quality of life. The cost of treatment is high and represents a major public health problem that is increasing with population aging and changes in health factors. It is not yet clear if patients have a significant impact on quality of life through an appropriate self-management approach to treatment.

Purpose: The purpose of the research is to review the current literature on the issue of rheumatic disease self-management in terms of holistic rehabilitation, to divide self-management into different categories and to evaluate the contribution of each category to health and well-being. We will identify the main factors that affect the maintenance of health and well-being.

Method: We conducted an integrated review of the literature published over the last 10 years on disease self-management in categorizing the factors that influenced the maintenance of health and wellness and evaluated our contributions to the patient well-being. The strategy used was published in the bibliographic study of published articles in the Pubmed, OTseeker,

CINAHL and Medline databases with the keywords: rheumatic disease, health and well-being, rehabilitation, self-management, proactive behavior.

Results: Many categories - forms of self-management of the disease are described, which can be divided into: consideration of different sources of information, requirements dictated by the disease itself (treatment), and living with a chronic illness (individual lifestyle and involvement in family/society). It is anticipated that individual categories will contribute differently to health and well-being and that social and organizational support can greatly contribute to promoting self-management.

Organization: Health care providers can encourage an individual to proactively behave through ongoing processes of communication, partnerships and the creation of appropriate self-management plans over time.

Society: We assume that the analysis will help to identify the social responsibility of the individual and society in the common concern for the health of the population and the individual within it.

Originality: The research provides an up-to-date overview at the possibilities to take more responsible behaviours to improve the outcome of treatment of an individual with chronic rheumatic disease.

Limitations / further research: Further research would be helpful to find the options for patients in Slovenia and in developing proactive guidelines of self-management.

Keywords: rheumatic disease, health and well-being, rehabilitation, self-management, proactive behaviour.

Barbka Huzjan is a doctoral student at the Faculty of Organizational Studies in Novo mesto and employed as an occupational therapist at the Internal Clinic of the University Medical Center Ljubljana.

Koliko se študenti seznanijo o z dokazi podprtih praksah med študijem

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Raziskovalno vprašanje (RV): Koliko se študenti seznanijo o z dokazi podprtih praksah med triletnim dodiplomskim študijem in v kliničnem okolju?

Namen: Poučevanje na dokazih podprtih prakse (DPP) je postalo del standardnih vsebin učnih načrtov za študente in strokovnjake v zdravstvu. V dodiplomske študijske programe za izobraževanje fizioterapevtov je potrebno vključiti poučevanje veščin DPP in metodologije raziskovanja, ker se od fizioterapevtov pričakuje, da bodo v kliničnem okolju obravnavali paciente po načelih DDP. Namen te raziskave je bil ugotoviti, koliko se študenti seznanijo s konceptom DPP med triletnim dodiplomskim študijem in v kliničnem okolju, kakšen je njihov odnos, vedenje, ter sposobnosti pri izvajanju DDP, katere prepreke zaznavajo pri realizaciji DPP in kako samostojno ter kritično bi znali prenašati znanstveno relevantne izsledke raziskav pri delu s pacienti v kliničnem okolju.

Metoda: Izvedli smo presečno deskriptivno raziskavo med študenti fizioterapije tretjega letnika (študijsko leto 2017–2018) na Zdravstveni fakulteti Univerze v Ljubljani (ZFUL) v Sloveniji. Vprašalnik smo razvili na podlagi predhodno v tuji literaturi objavljenih vprašalnikov o znanju, stališčih, sposobnostih, pogostosti uporabe (vedenju) in ovirah pri uporabi DDP. Vprašalnik je bil razdeljen na tri glavne dele, njegovo izpolnjevanje je trajalo približno 15 minut. Prvi del je zajemal osnovne demografske podatke, kot so spol in starost. Drugi in tretji del sta vsebovala vprašanja, povezana z vedenjem, sposobnostmi in ovirami pri uporabi DDP. Pred izpolnjevanjem vprašalnika so bili vsi udeleženci obveščeni o namenu ankete, njihova udeležba je bila prostovoljna, zagotovljena je bila anonimnost. Izpolnjevanje in predložitev vprašalnika je pomenilo informirano privolitev pri sodelovanju v raziskavi. Ker vprašalnik ni vseboval informacij, ki bi se jih lahko uporabilo za identifikacijo posameznika, smo menili da strinjanje Komisije za etična vprašanja ni potrebno. ZFUL ponuja triletni program fizioterapije (180 kreditnih točk po evropskem sistemu prenosa in akumulacije - ECTS). Stopnja izpostavljenosti DPP v triletnem dodiplomskem programu je nizka, saj študenti prejmejo majhno količino samostojnih učnih vsebin o korakih in procesih DPP. V obdobju izvedbe raziskave je bilo v zadnji letnik vpisanih 68 rednih študentov fizioterapije. Študenti so morali med celotnim

triletnim študijem opraviti 20-tedensko klinično prakso (od februarja do marca in od junija do julija ali avgusta). Elektronska različica vprašalnika je bila poslana študentom zaključnega letnika preko spletne strani MojaAneketa.si. Opisna statistika, vključno s frekvencami in odstotki, je bila uporabljena za kategorične spremenljivke, povprečje in standardni odklon (SO) pa za opis demografskih podatkov.

Rezultati: Od skupaj 68 študentov tretjega letnika, jih je v celoti izpolnilo vprašalnik 50, v analizo smo tako zajeli 50 vprašalnikov (stopnja odzivnosti je bila 73,5 %). Sodelovalo je 25 žensk in 25 moških, povprečne starosti 23,7 let (SO = 4,3), razpon je bil od 23 do 27 let. Anketiranci so navedli, da imajo splošno pozitivno stališče in prepričanja glede DPP, večina vprašanih (84 %) se je strinjala, da ustrezna implementacija DPP pripomore k bolj kakovostnemu sprejemanju odločitev v fizioterapevtski praksi (84 %), s tem posledično k boljši zdravstveni oskrbi pacientov (78 %). Odstotek udeležencev, ki so prebrali tri ali več člankov je bil 34 %, 64 % pa jih želi pridobiti več znanja o DPP. Štiriinštirideset odstotkov vprašanih je izjavilo, da ne marajo brati člankov, 17 % udeležencev pa je izjavilo, da zaznavajo določeno stopnjo sposobnosti kritičnega ocenjevanja dokazov o raziskavah. Anketiranci so se strinjali ali trdno strinjali, da niso bili dobro izobraženi o kritičnem ocenjevanju raziskovalne literature in niso prepričani v svoje sposobnosti v tej spretnosti. Po mnenju anketirancev je bila glavna ovira pri izvajanju DPP v kliničnem okolju pomanjkanje časa (40 %) in neuporaba raziskovalnih dokazov s strani mentorjev na klinični praksi (20 %). Večina anketirancev je imela dostop do spletnih informacij o DPP, vendar bi 70 % anketiranih prosilo za pridobitev več znanja o tem svojega mentorja ali učitelja.

Organizacija: Ugotovitve naše raziskave kažejo, da so imeli anketirani študenti fizioterapije pozitiven odnos do DPP in so bili zainteresirani za učenje ali izboljšanje veščin, potrebnih za izvajanje DPP. Da bi študentom omogočili uporabo DPP pri vseživljenjskem učenju in resničnih dejavnosti oskrbe pacientov, bi moralo biti poučevanje veščin DPP sestavni del dodiplomskih učnih programov, kakor tudi na kliničnih vajah.

Družba: Da bi zagotovili fizioterapevtsko prakso, ki temelji na dokazih, morajo bodoči študenti pridobiti znanje med dodiplomskim študijem kakor tudi v kliničnih okoljih. Nadaljnja prizadevanja so potrebna za zagotovitev optimalnih strategij za seznanitev z DPP med dodiplomskim študijem in sicer glede obsega, vsebine in časovne razporeditve.

Originalnost: Do sedaj še nobena študija ni raziskovala izpostavljenosti DPP med študijem in v kliničnih okoljih pri dodiplomskih študentih fizioterapije v Sloveniji.

Omejitve/nadaljnje raziskovanje: Vzorec v tej raziskavi je bil razmeroma majhen. Poleg tega na podlagi vzorca, ki je temeljal na študentih samo ene institucije, ne moremo posplošiti rezultatov. Omejitve uporabe vprašalnika so lahko v tem, da je poročanje študentov v anketi in njihovo dejansko mnenje lahko zelo različno. Anketiranci si pogosto ne vzamejo dovolj časa, da bi v celoti prebrali vprašanja. Za merjenje učinkovitosti poučevanja in učenja DPP, bi bilo potrebno razviti zanesljiv in veljaven meritni instrument.

Ključne besede: presečna raziskava, učni načrt, znanje, praksa, ki temelji na dokazih, akademski programi, vprašalnik, kompetenca, izobraževanje.

Sonja Hlebš je višja predavateljica na Zdravstveni fakulteti v Ljubljani Univerze v Ljubljani, ima znanstveni magisterij s področja fizioterapije. Je avtorica ali soavtorica znanstvenih in strokovnih člankov objavljenih v domačih in tujih revijah. Njeni raziskovalni interesi zajemajo proučevanje paradigem fizioterapevtske prakse, proučevanje normalnega delovanja gibalnega sistema za prepoznavanje funkcijskih izpadov zaradi začasno ali trajno okvarjenih struktur, proučevanje učinkov različnih fizioterapevtskih manualnih pristopov za zdravljenje okvar na gibalnem sistemu.

Evidence-Based Practice Exposure of Students Across the Undergraduate Programme

Research Question (RQ): What are self-reported EBP behaviour, abilities and barriers during the 3-year programme and on clinical placements reported by cohorts of final year physiotherapy students?

Purpose: Teaching evidence-based practice (EBP) has become part of the standard curriculum for health care students and professionals. Teaching EBP skills and research methodology should be emphasized in entry level physiotherapy education hence physiotherapists are expected to practice in an evidence-based way. The aim of this study was to investigate self-reported EBP behaviour, abilities and barriers during the 3-year programme and on clinical placements reported by cohorts of final year physiotherapy students.

Method: A cross-sectional descriptive study among the cohort (2017–2018) of third year physiotherapy students at Faculty of Health Sciences University of Ljubljana (FHSUL) in Slovenia was conducted. We developed the questionnaire based on previously published relevant questionnaire on knowledge, perceived abilities, frequency of application (behaviour), attitudes and barriers of EBP. The questionnaire contained three sections and took approximately 15 minutes to complete. Section 1 addressed background data such as sex, age, sections 2 and 3 consisted of items related to behaviour, abilities and barriers. Prior to completing a questionnaire, all participants were informed about the following: the purpose of the survey, that participation was voluntary, and responses would be anonymous. Completing and submitting the questionnaire implied informed consent. We did not collect information that could be used to identify individuals, so ethics approval was not required. FHSUL offers a 3-year programme in physiotherapy (180 European Credit Transfer and accumulation System – ECTS credits). The level of EBP exposure in the 3-year programme is low, as students receive a small amount of standalone teaching sessions on the EBP steps and processes. During the

study period, 68 full-time final year physiotherapy students were enrolled in the programme. Students had to complete a 20-week clinical placement across the curricula (from February to March and from June to July or August). An electronic version of questionnaire was sent to final year student via MojaAneketa.si.web page. Descriptive statistics, including frequencies and percentages for categorical variables were calculated and mean and standard deviation (SD) for continuous variables were calculated to describe demographic data.

Results: In total, 50 out of 68 final year physiotherapy students at the FHSUL completed the questionnaire and were included in the analysis (response rate of 73,5 %). The gender composition was 25 female and 25 male students. Their average age was 23,7 years ($SD = 4,3$) and ranged from and ranged from 23 to 27 years. Respondents stated they held generally positive attitudes and beliefs regarding EBP with a majority contending that they agreed or strongly agreed that EBP is necessary (84 %), EBP improve the quality of patient care (78 %), and evidence helps in decision making (84 %). The percentage of participants who read three or more articles was 34 %, and 64 % would like to gain more knowledge about the research evidence. Forty-four percent of the respondents stated that they do not like to read articles and 17 % of participants stated that they perceived some degree of ability to critically appraise research evidence. The respondents agreed or strongly agreed that they were not confident they had search skills, were not educated well in critical appraisal of research literature and not confident in their abilities in this skill. According to the respondents, the primary barrier to implementing EBP was lack of time (40 %) and not using research evidence by supervisor on clinical placement (20 %). The majority of the respondents had access to online information but 70 % of them would ask to gain more knowledge on research evidence their supervisor or teacher.

Organization: The findings of the current study suggest that physiotherapy students had a positive attitude about EBP and were interested in learning or improving the skills necessary to implement EBP. To enable students to use the EBP with their life-long learning and real patient care activities, EBP should be an integral part of learning throughout the curriculum, including during clinical education.

Society: To ensure evidence-based physiotherapy practice, future students must gain the skills to practice evidence-based in clinical settings across the years of the curriculum. Further efforts are needed to ensure optimal strategies for EBP exposure throughout the curriculum, regarding content, timing, amount and type of training.

Originality: To the best of our knowledge, no studies have investigated the exposure to EBP across the curriculum and on in clinical settings among undergraduate physiotherapy students in Slovenia.

Limitations/Future Research: The sample in this study was relatively small. Furthermore, a sample based on students from a single institution may have hampered generalizability of the study. What the students report and what they actually do or think may be very different. Respondents often do not take the time to read the questions fully. A reliable evaluation instrument, in the form of a knowledge, attitude and behaviour questionnaire, should be

developed and validated to measure the effectiveness of evidence-based practice teaching and learning activities.

Keywords: cross-sectional studies, curriculum, knowledge, evidence-based practice, academic programmes, questionnaire, competence, education.

Sonja Hlebš is a Senior Lecturer at the Faculty of Health in Ljubljana, University of Ljubljana and holds a Master's Degree in Physiotherapy. She is the author or co-author of scientific and professional articles published in domestic and foreign journals. Her research interests include studying the paradigms of physiotherapy practice, normal functioning of the movement system to identify functional failures due to temporarily or permanently injured structures and study of the effects of various physiotherapy manual approaches for the treatment movement dysfunction.

Zaupanje in izmenjava znanja zaposlenih v organizaciji

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Raziskovalno vprašanje (RV): Kako dejavnik zaupanje spodbuja in vpliva na izmenjavo znanja zaposlenih v organizaciji?

Namen: V članku nameravamo predstaviti kako dejavnik zaupanje vpliva ali spodbuja izmenjavo znanja v organizaciji. Nameravamo proučiti obstoječe raziskave s področja zaupanja med zaposlenimi in vplivanje le tega na izmenjavo znanja ter spodbude in posledice izmenjave znanja, ki so na delovnem mestu v različnih regijah po svetu.

Metoda: Pregled obstoječih znanstvenih raziskav smo opravili po smernicah integrativnega pregleda literature. Po ključnih besedah smo iskali preko baz: ABI/INFORM, Business Source Premier, dLIB, EBSCO, ScienceDirect, Scopus, Springer Link, Web of Science. S pomočjo ključnih besed povezanih z izmenjavo znanja in zaupanjem v organizaciji smo pridobili 23 člankov. V pregled smo vključili članke, ki so stari 10 let ali mlajši in so objavljeni v indeksiranih revijah s faktorjem vpliva nad 1, vzorec v raziskavah se nanaša na delovno populacijo v gospodarstvu, raziskave so opravljene z vzorcem iz regij po svetu, upoštevajo se samo kvantitativne, kvalitativne in mešane metode ter članki objavljeni v angleškem oziroma slovenskem jeziku.

Rezultati: Skozi integrativni pregled člankov, kjer so bile raziskave opravljene, smo preučevali spodbude za izmenjavo znanja, zaupanje, izmenjavo znanja, posledice izmenjave znanja. Ugotovili smo, da je v vseh regijah najpomembnejše, da je v organizaciji prisotna organizacijska kultura med zaposlenimi, ki spodbudi zaupanje na spoznanju in čustvih ter vodi v izmenjavo implicitnega in izrecnega znanja. To pa v intenzivnem okolju pripomore, da se organizacija odzove na spremembe, ker ustvarja novo znanje, je inovativna in konkurenčna.

Organizacija in družba: Omenjeni pregled člankov in ugotovitve pripomorejo v organizaciji, predvsem voditeljem, da stremijo k ustvarjanju organizacijske kulture na nivoju, ki med

zaposlenimi ustvarja zaupanje, ki vodi v izmenjavo znanja in ustvarjanje novega znanja s ciljem biti in delovati v spremenljivem okolju inovativno in konkurenčno.

Originalnost: Raziskava ponuja neposredno zbrane ugotovitve iz nekaterih regij po svetu, katere so spodbude za izmenjavo znanja, pomen dejavnika zaupanje pri izmenjavi in posledice izmenjave znanja in ustvarjanja znanja za organizacijo.

Omejitve/nadaljnje raziskovanje: Raziskava je omejena, saj bi bilo lahko preučenih več člankov iz različnih regij in tudi za daljše časovno obdobje. Hkrati pa bi lahko upoštevali tudi druge dejavnike, ki pripomorejo ali pa zavirajo izmenjavo znanja. Tako bi prišli do boljšega in celovitejšega pogleda na problematiko vpliva različnih dejavnikov na izmenjavo znanja.

Ključne besede: znanje, zaupanje, izmenjava znanja, zaposleni, organizacija, spodbuda, tiho znanje, izrecno znanje.

Magda Lužar, magistrica menedžmenta kakovosti ima dolgoletne izkušnje na področju upravljanja financ v javnem in zasebnem sektorju. Svoje delovne izkušnje in teoretično znanje prenaša preko predavanj na visokošolske študente. Trenutno se ukvarja z raziskovanjem področja znanja in izmenjave ter prenašanja le tega med zaposlenimi v organizacijah.

Annmarie Gorenc Zoran je redna profesorica na Fakulteti za organizacijske študije v Novem mestu ter poučuje na Univerzi Južne Floride. Je avtorica številnih člankov, ki jih predstavlja na številnih mednarodnih, narodnih in regionalnih konferencah. Njeni raziskovalni interesi so interdisciplinarni, in sicer na področju komunikacije, organizacije, organizacijsko vedenje, izobraževanje, kakovosti v šolstvu, e-izobraževanje (IKT) ter raziskovalna metodologija.

Trust and Knowledge Sharing of Employees

Research Question (RQ): How does the trust factor encourage and influence the knowledge sharing of employees in an organization?

Purpose: The article aims to present how the trust factor influences or promotes knowledge sharing within an organization. We reviewed existing studies on employee trust and its influence on knowledge sharing as well as the incentives and consequences of knowledge sharing that are at work in different regions of the world.

Method: A review of existing research studies using an integrative review of scholarly research. Using keywords we searched through the following databases: ABI / INFORM, Business Source Premier, dLIB, EBSCO, ScienceDirect, Scopus, Springer Link, and Web of Science, and collected 23 articles through keywords related to knowledge sharing and trust in an organization. Included in the review are articles 10 years of age and younger that are published in indexed journals with an impact factor of 0.1 or higher, the sample in the studies

refer to the working population with research carried out on a sample of participants from Europe and the US, only quantitative, qualitative and mixed methods and articles published in English or Slovenian language were considered. According to the exclusion criteria, seven original scientific articles were selected for further processing.

Results: Through an integrative review of research articles conducted in the EU and the US, we examined incentives for knowledge sharing, trust, knowledge sharing, and implications of knowledge sharing. We found that in all regions that the most important factor is organizational culture among employees, which fosters confidence in cognition and emotions and leads to the exchange of implicit and explicit knowledge. In an intense environment, this assists the organization to respond to change because it creates new knowledge, is innovative and competitive.

Organization and society: To facilitate organizations, especially leaders to strive and create an organizational culture at a level that builds trust among employees. As a result leading to knowledge sharing and the creation of new knowledge, with the goal of being and operating competitively in a changing environment.

Originality: This research provides direct findings from certain regions of the world, which are incentives for knowledge sharing, the importance of the trust factor in sharing, and the consequences of sharing and creating knowledge for an organization.

Limitations / further research: A limitation was on the number of studies included in this study and as such further research should expand the number of studies including a wider timespan. At the same time, other factors could be considered that contribute to or inhibit knowledge exchange. It would be necessary to examine different regions and other factors through quantitative and qualitative methods. This would provide us a better and more comprehensive review of various factors on knowledge sharing.

Keywords: knowledge, trust, knowledge sharing, employees, organization, incentives, tacit knowledge, explicit knowledge.

Magda Lužar, holds a master's degree in management quality and has many years of experience in the area of finance management in public and private sectors. She shares her work experiences and theoretical knowledge to students in higher education. Currently, her research interests lie in knowledge, knowledge sharing amongst employees.

Annmarie Gorenc Zoran is a full professor at the Faculty of Organizational Studies in Novo mesto and teaches at the University of South Florida. She is the author of numerous articles that she has presented at numerous international, national and regional conferences. Her research interests are interdisciplinary in the fields of communication, organization, organizational behaviour, education, quality in education, e-learning (IKT) and research methodology.

Vpliv avtopoietičnih lastnosti članov sveta delavcev na njihovo organizacijsko energijo

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Raziskovalno vprašanje (RV): Raziskave kažejo, da organizacije potrebujejo za svoje delovanje energijo zaposlenih, ki izhaja iz njihovih procesov ustvarjanja, doseganja ciljev in medsebojnega sodelovanja na vseh ravneh. Organizacije lahko dojemamo kot eno od naravnih oblik sobivanja in razvoja, kot živo bitje, ki ima svojo dinamiko razvoja, zgodovino, sedanjost in prihodnost. V raziskavi nas zanima, ali na organizacijsko energijo vplivajo avtopoietične lastnosti (samozavedanje, vest, svobodna volja, ustvarjalna domišljija) posameznika. Kot ciljno skupino smo za izvedbo pilotne raziskave izbrali člane sveta delavcev v slovenskih organizacijah.

Namen: Namen raziskave je preučiti organizacijsko energijo članov sveta delavcev in njihove avtopoietične lastnosti, saj predpostavljamo, da se višja stopnja avtopoietičnih lastnosti članov svetov delavcev odraža v višji stopnji njihove organizacijske energije.

Metoda: Za zbiranje informacij za potrebe pilotne raziskave smo uporabili metodo anketiranja. Kot merski instrument smo uporabili vprašalnik, ki smo ga postavili na osnovi izhodišč predhodno analizirane strokovne literature z našega interesnega področja.

Rezultati: Podali bomo rezultate pilotne raziskave, ki smo jo izvedli v okviru priprave doktorske disertacije.

Organizacija: Ugotovitve raziskave bodo praktično uporabne za člane sveta delavcev pri zastopanju interesov sodelavcev v organizaciji. Na osnovi izsledkov raziskave smo podali potrebne lastnosti članov sveta delavcev, ki prispevajo k ustvarjanju njihove organizacijske energije. Krepitev teh posameznikovih lastnosti lahko pripomore k njegovemu proaktivnemu pristopu k uresničevanju delavskega soupravljanja. Prav tako so lahko ugotovitve raziskave uporabne za vse zaposlene, ki imajo pomembno vlogo in veliko odgovornost predlagati in

izvoliti za svoje predstavnike tiste sodelavce, ki imajo potrebne lastnosti za delovanje v dobrobit vseh zaposlenih in hkrati v smeri uspešnega poslovanja organizacije.

Družba: Izvedena raziskava predstavlja prispevek k novim spoznanjem na področju uresničevanja delavskega soupravljanja v organizacijah v Sloveniji.

Originalnost: Te vrste raziskave, ki bi prepletala organizacijsko energijo in principe avtopoiez v kontekstu delavskega soupravljanja, tako v Sloveniji kot tudi v svetu nismo zasledili.

Omejitve/nadaljnje raziskovanje: Raziskava je potekala v obliki pilotne raziskave za namen preverjanja zanesljivosti vprašalnika. Pilotno anketiranje bi lahko razširili na večji vzorec, vendar smo se zaradi ločitve anketirancev med pilotno in glavno raziskavo odločili, da večji vzorec pridobimo v glavni raziskavi. Poskušali pa smo ublažiti omejitev tako, da smo iskali vzorec, ki je večji od 25, kar je sprejemljiva številka za izvedbo pilotne raziskave za namen testiranja vprašalnika.

Ključne besede: organizacija, delavsko soupravljanje, svet delavcev, avtopoietične lastnosti, organizacijska energija.

Mari Božič je diplomirana ekonomistka, specialistka poslovne ekonomije in magistrica znanosti s področja menedžmenta. Razpolaga s tehničnim znanjem s področja kemijske dejavnosti, ki ga pridobila v srednji kemijski šoli. Nadgradila ga je z izkušnjami, ki jih je pridobila z vodenjem zaposlenih in organizacijo dela tako na področju proizvodnje kakor tudi razvoja in raziskav. Je delavska predstavnica v svetu delavcev in notranja presojevalka sistema kakovosti. Njeno raziskovalno zanimanje se nanaša na zaposlene, njihove avtopoietične lastnosti in organizacijsko energijo ter na medsebojne odnose v organizaciji.

Annamarie Gorenc Zoran je redna profesorica na Fakulteti za organizacijske študije v Novem mestu ter poučuje na Univerzi Južne Floride. Je avtorica številnih člankov, ki jih predstavlja na številnih mednarodnih, narodnih in regionalnih konferencah. Njeni raziskovalni interesi so interdisciplinarni, in sicer na področju komunikacije, organizacije, organizacijsko vedenje, izobraževanje, kakovosti v šolstvu, e-izobraževanje (IKT) ter raziskovalna metodologija.

The Influence of Autopoietic Endowments of Works Council Members on their Organizational Energy

Research Question (RQ): Research shows that organizations need the energy of their employees to function, resulting from their processes of creation, the achievement of goals, and collaboration at all levels. Organizations can be perceived as one of the natural forms of coexistence and development as a living being that has its own dynamics of development, history, present, and future. In the research, we are interested in whether organizational energy is influenced by autopoietic qualities (i.e., self-awareness, conscience, free will, creative imagination) of an individual. We selected members of Works Councils in Slovenian organizations as the target group for conducting the pilot survey.

Purpose: The purpose of the study was to examine the organizational energy of Works Council members and their autopoietic endowments. We assumed that a higher level of autopoietic endowments of Works Council members is reflected in a higher level of their organizational energy.

Method: We used a survey method to collect information for the pilot survey. We used the questionnaire as a measuring instrument, which was based on the starting points of previously analyzed professional literature in our field of interest.

Results: Results of the pilot survey are presented as a precursor for a doctoral dissertation study.

Organization: The findings of the survey is of practical use to Works Council members in representing the interests of employees in the organization. Based on the research findings, we have discussed the necessary characteristics of Works Council members, who contribute to the creation of their organizational energy. Empowering these individuals' traits can help their proactive approach to worker's participation. Also, the findings of the survey may be useful for all employees who have an essential role and a responsibility to select employees who have the necessary characteristics to work for the benefit of all employees and, at the same time towards the successful management of an organization.

Society: The conducted research represents a contribution to new findings in the field of implementation of worker's participation in organizations in Slovenia.

Originality: We have not found this kind of research that intertwines organizational energy and the principles of autopoiesis in the context of worker's participation, both in Slovenia and globally.

Limitations / further research: The survey was conducted in the form of a pilot survey to verify the reliability of the questionnaire. The pilot survey could be extended to a larger sample, but due to the separation of respondents between the pilot and the primary survey, we decided to obtain a larger sample in the primary survey. However, we tried to mitigate the limitation by looking for a sample greater than 25, which is an acceptable number for conducting a pilot survey to test the questionnaire.

Keywords: organization, worker's participation, works council, autopoietic endowments, organizational energy.

Mari Bozic holds a Bachelor of Science in Economics, a Bachelor of Science in Business Economics, and a Master of Science in Management. He has technical knowledge in the field of chemical activity, which he acquired in high school chemistry. She has upgraded it with the experience she has gained in managing employees and organizing work in both manufacturing and research and development. She is a workers' representative in the Works' Council and an internal auditor of the quality system. Her research interest is related to employees, their autopoietic traits and organizational energy, and to relationships within the organization.

Annmarie Gorenc Zoran is a full professor at the Faculty of Organizational Studies in Novo mesto and teaches at the University of South Florida. She is the author of numerous articles that she has presented at numerous international, national and regional conferences. Her research interests are interdisciplinary in the fields of communication, organization, organizational behaviour, education, quality in education, e-learning (IKT) and research methodology.

Vpliv etičnega vodenja na inovacije

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Raziskovalno vprašanje (RV): Ali etično vedenje vodje vpliva na izrabo inovacijskega potenciala zaposlenih?

Motiviranje zaposlenih je osrednja naloga vsakega vodje. Motivirani zaposleni so bolj zmogljivi in produktivni in ciljno usmerjeni. V tem članku predstavljamo vpliv moralnega vedenja voditelja na inovacijski potencial zaposlenih. Etično vedenje je danes v ospredju v poslovnem življenju in bistvo vsake diadične komunikacije. Inovacijsko vedenje je pomembno na ravni zaposlenega in na ravni organizacije pri ustvarjanju novih idej in pri izrabi inovacijskega potenciala v organizaciji.

Namen: Namen in cilj raziskovanja je ugotoviti ali pravično, etično in spodbujevalno vedenje vpliva na inovacijski potencial zaposlenih in s tem tudi na njihovo motivacijo, da ideje spreminjajo v uporabno vrednost.

Metoda: Vzorec: naključni, instrument: anketni vprašalnik, metode: analiza besedil, opisna in inferenčna statistika (faktorska analiza, regresijska analiza)

Rezultati: Rezultati kažejo, da voditelj z etičnim ravnanjem, s pravičnim nagrajevanjem in motivacijo zaposlenih, z usmerjenostjo v pridobivanje novih znanj, sprošča motivacijski potencial zaposlenih v organizaciji.

Organizacija: Vodstvo mora posvetiti vso pozornost razvoju etičnega okolja, pravičnemu nagrajevanju, spodbujanju ustvarjanja novega znanja in s tem spodbuditi inovacijsko delovanje zaposlenih v organizaciji.

Družba: Družbeni razvoj in blagostanje temeljita na inoviranju.

Originalnost: Novo v raziskavi je to, da je izhodišče za razvoj inovacijskega potenciala zaposlenih v ustvarjanju etičnega okolja, ki se kaže tudi v pravičnem nagrajevanju, kar spodbuja inovacijsko delovanje.

Omejitve/nadaljnje raziskovanje: Raziskava je nastala na naključnem in majhnem vzorcu. Nadaljnje raziskave naj bi zajele večji vzorec in tematski vzorec v organizacijah po različnih dejavnostih. V raziskavo bi bilo treba vključiti število in vrsto dejanskih inovacij v organizaciji.

Ključne besede: voditelj, pravičnost, znanje, motivacija, inovacija, etika, delovno okolje, zaposleni.

Milan Ambrož, doktor organizacije (Ph.D.), zaslužni profesor. RS Sekretariat za notranje zadeve, Sekretariat za zunanje zadeve, Sava Kranj, Podjetnik- poslovni svetovalec, profesor: Visoka šola za turizem, B&B, ECM, FOŠ. Ustanovitelj vodstvene akademije, avto številnih znanstvenih in strokovnih člankov in monografij.

Impact of Moral Leadership on Innovation

Research Question (RQ): Does ethical leadership behaviour impacts the exploration of innovative potential of employees?

Purpose: Motivating of employees is the crucial role of every leader. Motivated employees are more capable, efficient and productive. In this paper we introduce the influence of moral leader on the innovative potential of employees in organization. Ethical leadership is today at the front of the business endeavour and the core element of dyadic communication with employees. Innovative behaviour is important on the level of employee and on the level of organization in the process of generating new ideas and in the exploration of the innovative potential of employees.

Method: We used the questionnaire to question the employed people gathered by the method of random sampling. We used qualitative method of content analysis and statistical descriptive and inferential statistics.

Results: Results indicate if the leader provides ethical environment, fair rewards and stimulates and positively evaluates generation of a new knowledge, he can free the innovative potential of employees.

Organization: Management in organization should develop ethical work environment, fair systems of rewarding and establish the means for production of a new knowledge, to make the organization more flexible and innovative.

Society: Society grows and develops through innovation on all levels of endeavour.

Originality: To free the innovative potential of employees' management should develop simulative and ethically conducted working environment.

Limitations / further research: Limitations are in the small random sample of respondents. Further research should include larger sample from various organizations. The research on innovations should include the data of real innovations in organizations.

Keywords: leader, righteousness, knowledge, motivation, innovation, ethics, working environment, employees.

Milan Ambrož, Ph. D., Emeritus. Government organizations, industrial organization, higher education institutions, private company owner, founder of leadership academy, author and co-author of many scientific and professional articles and scientific monographs.

Načela znanstvenega vodenja opazovana skozi paradigma vitke organizacije

Idriz Selimović

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Raziskovalno vprašanje (RV): Ali prinaša vitka organizacija bistveno drugačna načela od Taylor-jevega znanstvenega vodenja?

Namen: Vse do konca dvajsetega stoletja so načela znanstvenega vodenja prakticirana v organizacijah kot uspešen organizacijski model. Še vedno je vpliv znanstvenega vodenja močan, vendar se organizacije že dolgo časa bolj ali manj spogledujejo in uvajajo nove organizacijske prejeme, kot so npr. načela vitke organizacije. Dokazati želimo, da principi vitke organizacije ne vsebujejo nič dramatično novega v primerjavi z znanstvenim menedžmentom. Menedžerji jih poznajo, ene in druge, vendar jih ne izvajajo iz različnih razlogov in zaradi tega so njihova podjetja malo manj uspešna od tistih ki ta načela upoštevajo.

Metoda: V našem članku bomo uporabili: smernice sistematičnega pregleda, smernice integrativnega pregleda študija, smernice meta analize in smernice obsega pregleda literature. Literaturo smo izbirali preko glavnih akademskih bibliografskih baz Web of science, Elsevier, Jstor in Emerald. Za iskanje ustrezne literature smo uporabili ključne besede: *Taylor, scientific management, learn organisation*, iskalne nize: *learn vs taylor, scientific management different learn organization*. Časovno obdobje v katerem smo iskali literaturo smo omejili med letoma 2000 in 2020. Pri tem smo naredili izjemo pri Taylorjevem »*Scientific management*« in »*Shop management*« ter Womackovem »*The machine that changed the world*«.

Rezultati: Vsa načela vitke organizacije lahko najdemo v Taylorjevih delih »*Scientific management*« in »*Shop management*«. Za to je potrebno njegova dela brati in interpretirati skozi očala družbeno-ekonomskih in socialnih razlik v času nastanka njegovih del (začetek dvajsetega stoletja) in danes.

Organizacija: Interes lastnikov je, da njihova podjetja kar se da uspešno poslujejo. Zato najamejo strokovnjake za vitko organizacijo, v upanju, da jim bodo oni prinesli uspeh. Pogosto je razlog za uvajanje sprememb napačen. Namesto novih organizacijskih prejemov podjetje potrebuje samo dosledno upoštevanje obstoječih načel v kombinaciji z zavzetostjo vodstva. Na koncu ugotovijo, da so svetovalci svetovali na všečen način nekaj kar so že vedeli, le da tega niso implementirali. Zavedanje, da organizaciji ne bo pomagal noben »vitki nevemkaj« brez

zavzetega vodstva in da ji bo pomagala navadna »zdrava pamet« z zavzetim vodstvom, organizacijam prihrani veliko časa in denarja.

Družba: Napredek in uspeh se v organizaciji lahko doseže z uporabo načel znanstvenega vodenja enakovredno z načeli vitke organizacije in brez svetovanja zunanjih svetovalcev, enostavno z uporabo »zdrave« pameti. S tem pristopom dosežemo, da se čim več organizacij bolj posveča implementaciji te zdrave pameti v svoje procese.

Originalnost: Uspeh v organizaciji se lahko doseže z uporabo principov znanstvenega menedžmenta enakovredno s principi vitke organizacije in brez svetovanja zunanjih svetovalcev. Za to je najbolj pomembna zavzetost in predanost vrhnjega menedžmenta izvajanim načelom.

Omejitve/nadaljnje raziskovanje: V naš članek nismo vključili raziskave o poznavanju načel vitke organizacije in načel znanstvenega menedžmenta pri menedžmentu v Sloveniji. Tovrstna raziskava bi smiselnog dopolnila naš članek.

Ključne besede: vitka organizacija, znanstveni menedžment, načela, Taylor, menedžer, uspešnost, sodobni prejemi.

Idriz Selimović je roj. 17.05.1968 v BiH. Magistriral je na Fakulteti za organizacijske študije v Novem mestu leta 2019. Deluje v gospodarstvu, opravljal je različne funkcije od vodje osnovne delovne enote do tehničnega direktorja. Trenutno dela kot pomočnik direktorja proizvodnje, z osnovno nalogu uvajanja načel vitke organizacije v podjetje.

Principles of Scientific Management Observed Through the Paradigm of Lean Organization

ResearchQuestion (RQ): Does a lean organization have fundamentally different principles from Taylor's scientific management?

Intention: Until the end of the twentieth century, the principles of scientific management were practiced in organizations as a successful organizational model. The influence of scientific management is still strong, but organizations have long start to introduce new organizational rewards, such as: principles of lean organization. We would like to prove that the principles of lean organization do not contain anything dramatically new compared to scientific management. Managers know them, but they don't implement them for different reasons, and because of this, their companies are a little less successful than those who follow these principles.

Method: In our article we will use: systematic review guidelines, integrative study review guidelines, meta-analysis guidelines, and literature review scope guidelines. The literature was selected through the main academic bibliographic databases Web of science, Elsevier, Jstor and Emerald. We used the keywords: Taylor, scientific management, learn organization, search strings: learn vs Taylor, scientific management different learn organization. We limited the time we searched for literature between 2000 and 2020. We made exceptions to Taylor's "Scientific management" and "Shop management" and to Womack's "The machine that changed the world."

Results: All the principles of lean organization can be found in Taylor's Scientific Management and Shop Management. In order to do this, his works must be read and interpreted through the spectacles of socio-economic and social differences at the time of his works (early twentieth century) and today.

Organization: It is in the interest of the owners that their businesses operate as successfully as possible. That's why they hire experts for a lean organization, hoping that they will bring them success. Often, the reason for making the change is wrong, instead of new organizational rewards, the company just needs to strictly adhere to existing principles, combined with management commitment. In the end, they find that counsellors have provided a kind of advisor to something they already knew, but have not implemented it. Awareness that an organization will not be helped by "some lean" without dedicated leadership and that it will be helped by ordinary "common sense" with committed leadership saves organizations a lot of time and money.

Originality: Success in an organization can be achieved by applying the principles of scientific management on an equal footing with the principles of lean organization and without consulting external consultants. What matters most is the commitment and dedication of top management to the principles implemented.

Limitations/Future Research: We did not include in our article a survey on the knowledge of lean organization principles and the principles of scientific management in management in Slovenia. This kind of research would make sense to complement our article.

Keywords: lean organization, scientific management, principles, Taylor, manager, performance, modern receipts.

Idriz Selimovic was born on 17th May 1968 in BiH. He received his master's degree from the Faculty of Organisation Studies in Novo mesto in 2019. He works in the economy, performing various functions from head of basic unit to technical director. He is currently working as an Assistant Production Director, with the primary task of introducing lean organization principles into the company.

Kako notranja logistika vpliva na uspešnost proizvodnih podjetij

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Raziskovalno vprašanje (RV): V članku raziskujemo vpliv kakovostnega izvajanja notranjih logističnih procesov na uspešnost proizvodnje.

Namen: Ugotavljamo kakšen način organizacije notranje logistike je najprimernejši za uspešnost proizvodnega procesa ter s katerimi pristopi izboljšujemo kakovost organizacije notranjih logističnih procesov.

Metoda: Rezultate bomo iskali s pomočjo pregleda člankov in že obstoječe literature iz obdobja preteklih nekaj let. Osredotočili se bomo na novejšo literaturo, saj se pregledni članek navezuje na spremembe, ki so se začele v obdobju industrije 4.0. Literatura pa bo pridobljena s pomočjo ključnih besed *interlogistics, production, technologies, industry 4.0,...* v podatkovnih bazah Web of Science, ProQuest, ScienceDirect, IJSR, Scopus.

Rezultati: Organiziranost in vlaganje v procese notranje logistike v proizvodnji vpliva na kakovost opravljanja proizvodnje in s tem tudi na konkurenčnost podjetij. Z rezultati želimo prikazati možnosti, s katerimi pripomoremo k izboljšanju procesov notranje logistike.

Organizacija: Prikazani rezultati lahko pripomorejo k sprejemanju pravilnih odločitev pri organizaciji logističnih procesov znotraj proizvodnje ter k pravilnejšim vložkom s strani vodstva v izboljšave in napredne tehnologije za izvajanje logističnih procesov.

Družba: Nižji stroški, ki jih prinaša pravilna organiziranost notranje logistike v proizvodnji predstavlja za organizacijo veliko konkurenčno prednost, hkrati pa z implementacijo naprednih tehnologij razbremenimo tudi delavce.

Originalnost: Celovit pregled obstoječe novejše literature o vplivu pravilnega načrtovanja, organizacije in načina izvajanja notranje logistike na uspešnost proizvodnje v podjetjih.

Omejitve/nadaljnje raziskovanje: Analiza bo še vedno omejena zaradi omejenega števila literature in člankov.

Ključne besede: notranja logistika, proizvodnja, uspešnost, izboljšave, tehnologija.

Ingrid Franko Uhernik, magistra medkulturnega medžmenta je leta 2010 zaključila Visoko strokovno šolo na Fakulteti za logistiko, Univerze v Mariboru in je leta 2013 magistrirala na Fakulteti za uporabne družbene študije v Novi Gorici. Zaposlena je v Krki, tovarni zdravil d.d. Novo mesto, kjer opravlja delo strokovne sodelavke na področju spremljave in ekonomike investicij. Od januarja 2019, ko je bila izvoljena v naziv predavateljice za predmetno področje »logistika in trajnostni razvoj« pa opravlja tudi delo predavateljice na AREMI, Visoki šoli za regionalni menedžment v Rogaški Slatini ter na FINI, Fakulteti za industrijski inženiring v Novem mestu.

The Impact of Internal Logistics on the Performance of Manufacturing Companies

Research Question (RQ): The research question is how the quality implementation of internal logistics processes influences production performance.

Purpose: Determine which organization of internal logistics is best suited to production success and what approaches improve the quality of organization of internal logistics processes.

Method: Results will be sought by reviewing articles and existing literature from the past few years. We will focus primarily on the latest literature, because the review article describes the changes that began in the 4.0 industry era. The literature will be obtained using the keywords interlogistics, production, technologies, industry 4.0,... in Web of Science, ProQuest, ScienceDirect, IJSR, Scopus databases.

Results: The organization and investment in the processes of internal logistics in production affects the quality of production and thus the competitiveness of companies. The results are intended to illustrate options that help us improve our internal logistics processes.

Organization: The results contribute to make the right decisions in the organization of logistics processes within production and to make the right inputs from management into improvements and advanced technologies for the implementation of logistics processes.

Society: The lower costs that is achieved with the proper organization of internal logistics in production represent a great competitive advantage for the organization, at the same time, we are burdening our employees with the introduction of advanced technologies.

Originality: A comprehensive review of existing recent literature on the impact of proper planning, organization, and manner of performing internal logistics on production performance in companies.

Limitations / further research: The analysis will still be limited due to the limited number of literature and articles.

Keywords: internal logistics, production, performance, improvements, technology.

Ingrid Franko Uhernik, Master of Intercultural Management, graduated in 2010 from the Faculty of Logistics at the University of Maribor and graduated from the Faculty of Applied Social Studies in Nova Gorica in 2013. She is employed at Krka, d.d. Novo mesto, where he works as an associate on projects of monitoring and economics of investments. Since January 2019, when she was elected as a lecturer for the subject area "Logistics and Sustainable Development", she has also been teaching at AREMA, the College of Regional Management in Rogaška Slatina and at FINI, Faculty of Industrial Engineering in Novo mesto.

Avtomatizacija procesov proizvajanja in nočno delo

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Raziskovalno vprašanje (RV): Kakšna je povezanost stopnje avtomatizacije procesov proizvajanja in nočnega dela?

Namen: Opraviti empirično raziskavo o stopnji avtomatizacije procesov proizvajanja v večjih slovenskih proizvodnih podjetjih ter obsegu nočnega dela proizvodnih delavcev in ugotoviti, ali višja stopnja avtomatizacije pomeni manjši obseg nočnega dela oziroma ugotoviti, ali obstaja kakšna statistično značilna povezanost navedenih dejavnikov.

Metoda: Na vzorcu 116 srednje velikih ali velikih slovenskih podjetij z najmanj 50 zaposlenimi in z registrirano predelovalno dejavnostjo smo opravili kvantitativno raziskavo, s katero smo skozi pet skupin aktivnosti oziroma opravil v proizvodnem procesu izmerili in izračunali skupno oceno stopnje avtomatizacije celotnega proizvodnega sistema ter izmerili in primerjali število človek/ur proizvodnih delavcev, opravljenih v nočni izmeni, v primerjavi s številom človek/ur proizvodnih delavcev, opravljenih v celotnem delovnem dnevu. Izračunano oceno stopnje avtomatizacije posameznega proizvodnega sistema smo primerjali z deležem nočnega dela glede na vse delo v dnevu ter izračunali Pearsonov koeficient korelacije.

Rezultati: Izračunana povezanost dejavnikov je negativna, kar sicer pomeni, da večja kot je stopnja avtomatizacije procesov proizvajanja, manj je nočnega dela, vendar gre za prenizko absolutno vrednost, da bi lahko govorili o statistično znatni povezanosti.

Organizacija: V povezavi z avtomatizacijo procesov proizvajanja smo predstavili vidike in elemente avtomatizacije, ki lahko pripomorejo k učinkovitejši uvedbi avtomatizacije procesov proizvajanja v organizaciji. V povezavi z nočnim delom smo predstavili argumente, zakaj je smiselno, da si vodstva organizacij omejevanje obsega nočnega dela zastavijo kot cilj, ter podali predloge, kako se zasledovanja tega cilja lahko lotijo.

Družba: Raziskava obravnava avtomatizacijo procesov proizvajanja kot potencialno rešitev za odpravo oziroma omejitve nočnega dela, ter vseh negativnih vplivov nočnega dela tako na delavca – posameznika, kot na njegov ožji in širši socialni krog. Na podlagi ugotovitev smo podali predloge, ki lahko priomorejo k odpravi oziroma omejitvi nočnega dela in tako vplivajo na organizacijo delovnega časa in kakovost delovnega življenja posameznika.

Originalnost: Raziskava obravnava dva vsebinsko popolnoma nesorodna dejavnika, ki z vidika medsebojne povezanosti v dosedanjih raziskavah še nista bila obravnavana.

Omejitve/nadaljnje raziskovanje: Raziskave ni možno posplošiti na organizacije storitvenih dejavnosti, prav tako je ni možno posplošiti na aktivnosti v podjetjih z registrirano predelovalno dejavnostjo, ki ne potekajo v okviru proizvodnega sistema. Raziskovanje avtomatizacije procesov in nočnega dela bi bilo koristno opraviti tudi v drugih dejavnostih, ki sicer niso proizvodno naravnane, a je kljub temu takšna oblika dela nujno potrebna in neizogibna, npr. v zdravstvu, trgovini, policiji, medijih, vojski ipd.

Ključne besede: menedžment, avtomatizacija, stopnja avtomatizacije, proces proizvajanja, nočno delo, nočna izmena, podjetja, proizvajanje, predelovalna dejavnost, raziskava.

Urška Kosem je dodiplomski študij leta 2016 zaključila na Fakulteti za Management v Kopru ter pridobila naziv diplomirana ekonomistka (UN). V okviru dodiplomskega študija so jo pritegnile teme v povezavi z inovacijami ter sodobnimi poslovnimi pristopi, zato je podiplomski študij nadaljevala na isti fakulteti na programu inoviranje in podjetništvo. Že tokom študija se je zaposlila na Triglav, Zdravstveni zavarovalnici, v času zaposlitve pa so jo pričele zanimati tematike v povezavi z zdravjem in dobrobitom človeka. Slednjih se je posredno dotaknila tudi v magistrskem delu, v katerem je raziskovala potencial avtomatizacije za omejitev nočnega dela in s tem povezanih negativnih vplivov na človeka, s čimer je v letu 2019 zaključila magistrski študij ter pridobila naziv magistrica inoviranja in podjetništva.

Mirko Markič je doktoriral na Fakulteti za organizacijske vede Univerze v Mariboru s področja organizacijskih ved na temo inoviranja. Po dvanajstih letih delovanja v gospodarstvu se je zaposlil na Fakulteti za menedžment Univerze na Primorskem. Je redni profesor za področje menedžmenta in znanstveni svetnik ter vodja ali član 17 raziskovalnih projektov in projektov z gospodarstvom. Njegova bibliografija obsega več kot 630 enot s področja upravnih in organizacijskih ved ter javnega zdravstva (varstvo pri delu).

Automation of Manufacturing Processes and Night Work

Research Question (RQ): What is the correlation between the level of automation of manufacturing processes and the amount of night work?

Purpose: The purpose is to carry out an empirical study on the level of automation of manufacturing processes in larger Slovenian manufacturing companies and the amount of night work carried out by production workers and to determine whether a higher level of automation signifies a smaller amount of night work or to determine whether there is any statistically significant correlation between the said factors.

Method: A quantitative survey was conducted on a sample of 116 medium-sized or large Slovenian manufacturing companies with at least 50 employees, to evaluate the level of automation of the entire production system through five groups of activities that occur within the production process. We compared the number of man-hours of production workers carried out during the night shift to the number of man-hours of production workers carried out throughout the whole workday. The estimated level of automation of each production system was then paired with the share of night work in relation to all days' work, and the Pearson correlation coefficient was calculated.

Results: The calculated correlation is of negative value, which means that the higher the level of automation of the manufacturing processes, the smaller the amount of the night work, but the absolute value is too low to speak of a statistically significant correlation.

Organization: In relation to the automation of manufacturing processes, we have presented aspects and elements of automation that can help implement automation of manufacturing processes in an organization more effectively. In relation to night work, we have presented arguments as to why it makes sense for management to set a restriction on the amount of night work as a goal, and provide suggestions on how to pursue the said goal.

Society: The research considers the automation of production processes as a potential solution for eliminating or limiting the amount of night work, as well as all the negative effects of night work on both the worker – an individual and also on his or hers social circle. Based on the findings, we have made proposals that can help eliminate or limit night work and thus affect the organization of working time and the quality of working life of an individual.

Originality: The research addresses two substantively unrelated factors which have not yet had its potential correlation studied before.

Limitations / further research: Research cannot be generalized to service organizations, nor can it be generalized to activities in manufacturing companies that do not take place within the production system. Researches on the automation and night work would also be useful to undertake based on other activities that are not manufacturing oriented, yet is such a form of work still absolutely necessary and inevitable, e.g. in healthcare, trade, police, media, military, etc.

Keywords: management, automation, level of automation, manufacturing process, night work, night shift, companies, production, manufacturing industry, research.

Urška Kosem studied at the Faculty of Management in Koper and gained an academic bachelor degree in economics in 2016. During the undergraduate study, she was drawn to themes regarding innovation and modern business approaches, which is why she continued the graduate studies on the programme of innovation and entrepreneurship. While still studying, she was employed by Triglav, health insurance company. During the time of employment she began to show interest in themes concerning human welfare and health. The latter, she indirectly addressed with her master's thesis, in which she was looking into the potential of automation for limiting night work and the negative influences night work has on a worker. She finished the programme in 2019 and gained the title of Master in Innovation and Entrepreneurship.

Mirko Markič received a doctoral degree from the Faculty of Organisational Sciences, the University of Maribor. After working in the economic sector for twelve years, he started employment with the Faculty of Management, the University of Primorska. He is a professor of management and a research councillor. He is also a head/member of 17 research and entrepreneurial projects. His bibliography includes more than 630 units in the fields of administration and organization sciences and the field of public health service (health and safety at work).

Research in EU Programmes

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Research Question (RQ): What is the research agenda and mission areas in the new Horizon Europe?

Purpose: The purpose and goal is to highlight the thematic areas in which the field of organizational studies can be used in the new programs.

Method: A review was conducted of Horizon Europe and applicable working papers that provide guidelines for new European research agenda.

Results: The paper proposes a brief presentation of Horizon Europe Programme, which will be operational on January 1, 2021. As a replacement of Horizon 2020, Horizon Europe will have three pillars (Excellent Science, Global Challenges and European Industrial Competitiveness; Innovative Europe) and five mission areas: Adaptation to climate change including societal transformation; Cancer; Climate-neutral and smart cities; Healthy oceans, seas, coastal and inland waters; Soil health and food. **Organization and Society:** The Horizon Europe Programme has an influential impact on society, management and organization and this paper highlights some of the key areas that the new programme impacts organization studies and proposals that can be submitted.

Originality: The value of this paper is to present practical ways on how the thematic areas can be used within organizational studies.

Limitations / further research: As the Horizon Europe Programme is a new program that will be operational next year there haven't been any studies published on the exact impact of the new programme.

Keywords: EU research, organizational studies, mission areas, European research pillars, research agenda.

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