

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet:	Strategije in procesi
Course title:	Strategies and processes

Študijski program in stopnja <i>Study programme and level</i>	Študijska smer <i>Study field</i>	Letnik <i>Academic year</i>	Semester <i>Semester</i>
Menedžment kakovosti Podiplomska (druga)	Program nima smeri	1.	2.
Quality Management Graduate-Master (Second)	The program has no study fields	1	2

Vrsta predmeta / Course type:	Obvezni	Required
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Univerzitetna koda predmeta / University course code:	021006-02
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Predavanja <i>Lectures</i>	Seminar <i>Seminar</i>	Sem. vaje <i>Tutorial</i>	Lab. vaje <i>Laboratory work</i>	Teren. vaje <i>Field work</i>	Samost. delo <i>Individ. work</i>	ECTS
30	-	30	-	-	120	6

Nosilec predmeta / Lecturer:	prof. dr. Mirko Markič	Mirko Markič, PhD Full Professor
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Jeziki / Languages:	Predavanja / Lectures:	Vaje / Tutorial:
	Slovenski, angleški	Slovenski, angleški
	Slovenian, English	Slovenian, English

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

- Pogoji za vključitev v delo je vpis v 1. letnik študija.
- Študent/študentka mora pred pristopom k izpitu pripraviti in zagovarjati seminarsko nalogo

Prerequisites:

- Enrolment in the first year of study.
- The student must prepare and defend an empirical seminar paper as a prerequisite for the final exam.

Vsebina:

1. Organizacijske teorije in vidik procesnega pristopa
2. Poslovna odličnost in vidik procesnega pristopa.
3. Menedžment na podlagi procesov in dejstev
4. Modeli, standardi in orodja procesnega pristopa
5. Globalni trendi in dileme razvoja procesnega pristopa
6. Primeri dobrih praks na področju procesnega pristopa

Content (Syllabus outline):

1. Organizational theory and aspects of the process approach.
2. Business excellence and aspects of the process approach.
3. Management by processes and facts.
4. Models, standards, and tools of the process approach.
5. Global trends and dilemmas of development process approach.
6. Examples of good practice in the field of process approach.

Temeljna literatura in viri / Readings

Obvezna literature / Required reading(s):

- Markič, M. (2012). *Strategije in procesi* (prosojnice s predavanj). Novo mesto: Fakulteta za organizacijske študije.

Dodatna – dopolnilna / Recommended reading(s):

- Kaplan, R. S., & Norton, D. P. (1992). *The Balanced Scorecard: Measures That Drive Performance*. Boston, MA: Harvard Business Press.
- Chandler, A. D. (1962). *Strategy and Structure: Chapters in the History of the American Industrial Enterprise*. Cambridge: MIT Press.
- Rigby, D., & Bilodeau, B. (2011). *Management Tools 2011. An Executive's Guide*. Bain & Company. Pridobljeno 12. decembra 2012, na www.bain.com

Cilji in kompetence:

- Poznavanje in razumevanje družbenih, organizacijskih in med organizacijskih procesov in sposobnost njihove kompleksne analize.
- Usposobljenost za prepoznavanje potreb po spremembah in uvajanju le teh.
- Sposobnost kritične presoje pri izbiri, aplikaciji in izboljšavah sodobnih pristopov, modelov in orodij kakovosti in odličnosti.
- Koherentno obvladovanje temeljnega znanja, sposobnost povezovanja znanja z različnih področij na katerih temeljita kakovost in poslovna odličnost.
- Internalizacija avtopoietičnega koncepta obvladovanja kakovosti in odličnosti, temelječega na spiralno-vijačnem zaporedju planiranja, izvedbe, preverjanja in ukrepanja.
- Internalizacija temeljnih gradnikov sodobne paradigme kakovosti in odličnosti.
- Obvladovanje oblikovanja in nenehnega izboljševanja procesno koncipirane organizacije na podlagi procesov in dejstev.
- Sposobnost usmerjenosti v rezultate s ciljem uravnoteženega zadovoljevanja potreb vseh udeležениh strani.
- Poglobljeno poznavanje in razumevanje organizacij in procesov v sodobnem poslovnem okolju.
- Obvladovanje izbranih pristopov, modelov in orodij na področju kakovosti in poslovne odličnosti.
- Organizacijske in vodstvene spretnosti za usmerjanje dela v organizaciji.
- Usposobljenost za svetovalno delo (prenos znanja).

Objectives and competences:

- Knowledge and understanding of social, organizational, and inter-organizational processes and ability for complex analysis.
- Skills to identify needs for change and its application. Using methodological tools, i.e., implementation, coordination, and organization of research, using various research methods and techniques.
- The ability of critical assessment in the selection, application, and improvement of contemporary approaches, models, and tools for quality and excellence.
- Coherent management of fundamental skills, the ability to integrate knowledge from various fields that are based on quality and business excellence.
- Internalising the concept of autopoiesis in reference to quality management and excellence founded on the spiralling order of planning, doing, checking, and acting.
- Internalising the fundamental building blocks of contemporary paradigms of quality and excellence.
- Managing the design and continuous improvement of a process-oriented organization that is based on processes and facts.
- The ability to direct and exchange knowledge within a culture of continuous learning, innovation, and improvement.
- In-depth knowledge and understanding of organizations and processes in the contemporary business environment.
- The application of selected approaches, models and tools in the field of quality and business excellence.
- Organizational and leadership skills to guide tasks and work in the organization.
- Qualification for consultancy work (knowledge transfer).

Predvideni študijski rezultati:

Intended learning outcomes:

<p>Študent/študentka:</p> <ul style="list-style-type: none"> – Pozna in razume pomen procesnega pristopa ter usmerjenosti v rezultate. – Pozna in razume vlogo procesnega pristopa ter usmerjenosti v rezultate v poslovnih odnosih. – Pozna in uporablja pristope, modele in orodja organizacijske prakse s področja procesnega pristopa ter usmerjenosti v rezultate. – Uporablja osnovna znanja in veščine s področja procesnega pristopa ter usmerjenosti v rezultate. – Reflektira in kritično ovrednoti različne izkušnje iz področja procesnega pristopa ter usmerjenosti v rezultate. – Proaktivno in kritično spremlja in reflektira aktualno dogajanje na področju procesnega pristopa ter usmerjenosti v rezultate. – V povezavi z drugimi predmeti pozna, razume in reflektira kompleksnost strokovnih in družbenih nalog zaposlenih na področju procesnega pristopa ter usmerjenosti v rezultate. – Pozna in razume umeščenost procesnega pristopa ter usmerjenosti v rezultate v širše družbene, kulturne in vrednotne kontekste ter z refleksijo teh kontekstov oblikuje intelektualno proaktiven odnos do sveta. 	<p>The student will:</p> <ul style="list-style-type: none"> – Know and understand the process approach and results-oriented. – Know and understand the process approach, results-oriented in business relations. – Know and use approaches, models, and tools of organizational practices and results-oriented. – Use basic knowledge and skills from the field of process approach and results-oriented. – Reflect and critically evaluate various experiences in the field of process approach and results-oriented. – Proactive and critical monitoring and reflects current development in the field of process approach and results-oriented. – In connection with other courses, know, understand, and reflect complex professional and social tasks of employees in the process approach and results oriented. – Know and understands the process approach and results-oriented within the wider social, cultural and value-laden context and with reflection of these contexts develops an intellectually proactive relation to the world.
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<p>Metode poučevanja in učenja:</p> <ul style="list-style-type: none"> – Frontalna oblika poučevanja – Delo v manjših skupinah – Samostojno delo študentov – e-izobraževanje – Razlaga – Razgovor/ diskusija/debata – Proučevanje primera – Obiski podjetij – Vključevanje gostov iz prakse. 	<p>Learning and teaching methods:</p> <ul style="list-style-type: none"> – Frontal lectures – Small group work – Independent student work – E-learning – Explanations – Talks / discussions / debate – Examining cases – Visiting organization – Including guests from the field
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Načini ocenjevanja:	Delež / Weight (%)	Assesment:
Način (pisni izpit, ustno izpraševanje, naloge, projekt)		<i>Type (examination, oral, coursework, project)</i>
– Krajši pisni izdelki / esejska seminarska naloga.	30%	– Short written task / essay seminar paper.
– Javni nastop ali predstavitev	20%	– Public speaking or presentations
– Končno ocenjevanje (pisni / ustni izpit)	50%	– Final assessment (written / oral exam)

Reference nosilca / Lecturer`s references:

- MARKIČ, Mirko, MEŠKO, Maja, MEŠKO ŠTOK, Zlatka, MARKIČ HRAST, Silvana. Influence of different components of organizational support for project management on success of the project realization in institutes of public health. *Afr. j. bus. manag.*, 2012, vol. 6, [no.] 9, str. 3156-3163. <http://www.academicjournals.org/AJBM/PDF/pdf2012/7Mar/Markic%20et%20al.pdf>, doi: [10.5897/AJBM11.272](https://doi.org/10.5897/AJBM11.272). [COBISS.SI-ID [4296151](#)]
- MARKIČ, Mirko, LIKAR, Borut, MEŠKO, Maja, RAŠIČ, Katja, ŽIVKOVIČ, Snežana B. Innovation policy and successfulness of micro and small companies in the Republic of Slovenia. *Afr. j. bus. manag.*, Sep. 2011, vol. 5, no. 22, str. 9559-9567, tabele. <http://www.academicjournals.org/ajbm/PDF/pdf2011/30Sept/Markic%20et%20al.pdf>. [COBISS.SI-ID [4093655](#)]
- MEŠKO ŠTOK, Zlatka, MEŠKO, Maja, MARKIČ, Mirko. The advantage of the EFQM excellence model in business management and leadership. *International journal of entrepreneurship & small business*, 2009, vol. 8, no. 3, str. 399-410, doi: [10.1504/IJESB.2009.025088](https://doi.org/10.1504/IJESB.2009.025088). [COBISS.SI-ID [3161559](#)]
- MEŠKO ŠTOK, Zlatka, MARKIČ, Mirko, MEŠKO, Maja. The process of leadership, innovation and decision making through the influence of values. *International journal of entrepreneurship and innovation management*, 2009, vol. 10, no. 1, str. 38-52. [COBISS.SI-ID [3098839](#)]
- MARKIČ, Mirko. *Inoviranje procesov : pogoji za odličnost poslovanja*. Koper: Fakulteta za management, 2004. 310 str., ilustr. ISBN 961-6486-43-8. [COBISS.SI-ID [215137280](#)]