

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet:	Sodobni pristopi kakovosti in odličnosti
Course title:	Contemporary Approaches to Quality and Excellence

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 Podiplomski (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:	021009-02
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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	-	-	150	7

Nosilec predmeta / Lecturer:	doc. dr. Gordana Žurga	Gordana Žurga, PhD Assistant 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:

<ul style="list-style-type: none"> - Vpis v 1. Letnik študija, - Študent/študentka mora pred pristopom k izpitu pripraviti in zagovarjati empirično seminarsko nalogo.
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Prerequisites:

<ul style="list-style-type: none"> - 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:

<ol style="list-style-type: none"> 1. Obvladovanje sprememb 2. Stalno izboljševanje 3. Menedžment kakovosti 4. Poslovna odličnost 5. Pristopi, modeli, orodja in tehnike izboljševanja kakovosti in poslovne odličnosti 6. Vodstveni standardi 7. Benchmarking, dobre prakse, organizacijsko učenje
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Content (Syllabus outline):

<ol style="list-style-type: none"> 1. Managing change. 2. Continuous improvement. 3. Quality management. 4. Business excellence. 5. Approaches, models, tools, and techniques for quality improvement and business excellence. 6. Management standards. 7. Benchmarking, good practice, organizational learning.

Temeljna literatura in viri / Readings

Obvezna literature / Required reading(s):

- Marolt, J., & Gomišček, B. (2005). *Management kakovosti*. Kranj: Moderna organizacija.
- Savič, N., Kern-Pipan, K., & Gunčar, U. (2007). *Poslovati odlično z uporabo modela odličnosti EFQM*. Ljubljana: Javna agencija Republike Slovenije za podjetništvo in tuje investicije (JAPTI).

Dodatna – dopolnilna / Recommended reading(s):

- Ali, M., Brookson, S., Bruce, A., Eaton, J., Heller, R., Johnson, R., ... Sleight, S. (2001). *Managing For Excellence*. London: Dorling Kindersley.
- Juran, J. M., & Godfrey, A. B. (2000). *Juran's Quality Handbook* (5. izd.). Singapore: McGraw-Hill International Edition.
- Hammer, M. (2001). *The Agenda: What Every Business Must Do to Dominate the Decade*. New York: Crown Business.
- Harry, M., & Schroeder, M. (2000). *Six Sigma – The Breakthrough Management Strategy Revolutionizing the World's Top Corporations*. New York: Currency.
- Kaplan, S. R., & Norton, P. D (2000). *Uravnoteženi sistem kazalnikov*. Ljubljana: GV Založba.
- Kobayashi, I. (1995). *20 Keys to Workplace Improvement*. Portland: Productivity Press.
- Brown, M. G. (2003). *Baldrige Award Winning Quality: How to interpret the Baldrige Criteria for Performance Excellence*. Portland: Productivity.
- McConnell, J. (1992). *The seven tools of TQC* (3. izd.). Manly Vale, New South Wales, Australia: The Delaware Group.
- Tekoče spremljanje člankov in razprav s področja kakovosti in odličnosti v revijah:
 - Kakovost, Slovensko združenje za kakovost, Ljubljana.
 - Organizacija, revija za management, informatiko in kadre, Moderna organizacija, Kranj.
- Tekoče spremljanje člankov in razprav s področja kakovosti in odličnosti v zbornikih:
 - Letnih konferenc Slovenskega združenja za kakovost, izdajatelj SZK.
 - Letnih Forumov odličnosti in mojstrstva Otočec, izdajatelj Društvo ekonomistov.
- Standardi: ISO 9001, ISO 14001, ISO 26000, ISO/IEC 27001, OHSAS 18001.
- Skupni ocenjevalni okvir za organizacije v javnem sektorju : CAF 2006. Ljubljana: Ministrstvo za javno upravo, 2007.
- Brošure EFQM, Ministrstvo za visoko šolstvo, znanost in šport, Urad za meroslovje, 2007, 2. izdaja.

Cilji in kompetence:

- Razumevanje in upoštevanje raznolikosti globalnega okolja pri organizaciji, izvajanju in nenehnem izboljševanju celovite kakovosti in poslovne odličnosti.
- 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.
- Sposobnost oblikovanja izvornih idej, konceptov in rešitev določenih problemov.
- Sposobnost timskega dela, tj. pripravljenost na sodelovanje, kooperativnost, upoštevanje mnenj drugih in izpolnjevanje dogovorjene vloge v okviru tima in skupine.
- Usposobljenost za sprejemanje odgovornosti za profesionalni razvoj in učenje, izboljševanje lastnega dela skozi evalvacijo z namenom samopreseganja in s

Objectives and competences:

- Understanding and respecting the diversity of the global organizational environment, implementation and continuous improvement of overall quality and business excellence.
- 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.
- Ability to formulate original ideas, concepts and solutions to specific issues.
- Ability for teamwork, i.e., willingness to collaborate, cooperate, respecting the opinions of others and completing the designated task within the team and

<p>tem nenehnega izboljševanja kakovost in odličnost dela.</p> <ul style="list-style-type: none"> – 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. – Usposobljenost za reševanje konkretnih delovnih problemov z uporabo znanstvenih metod in postopkov. – Celostno obvladovanje temeljnega znanja na področju kakovosti in poslovne odličnosti ter metodologije raziskovanja ter njegova interdisciplinarna uporaba. – Razumevanje in uporaba metod kritične analize in razvoja teorij ter njihova uporaba pri reševanju problemov s področja kakovosti in poslovne odličnosti. – Poglobljeno poznavanje in razumevanje organizacij in procesov v sodobnem poslovnem okolju. – Organizacijske in vodstvene spretnosti za usmerjanje dela v organizaciji. – Usposobljenost za svetovalno delo (prenos znanja). 	<p>group.</p> <ul style="list-style-type: none"> – The competency to take responsibility for professional development and learning, improving one's own work through evaluations with a view to self-transcend, and as such, the continuous improvement of quality and excellence. – Internalizing the concept of autopoiesis in reference to quality management and excellence founded on the spiraling order of planning, doing, checking, and acting. – Internalizing the fundamental building blocks of contemporary paradigms of quality and excellence. – The ability and skills to solve concrete work-related problems using scientific methods and procedures. – The ability to use the broad knowledge base in the area of quality and business excellence, as well as research methodology and its interdisciplinary applications. – Understanding and the application of critical analysis methods and development of theories and their applications in problem-solving in the area of quality and business excellence. – In-depth knowledge and understanding of organizations and processes in the contemporary business environment. – Organizational and leadership skills to guide tasks and work in the organization. – Qualification for consultancy work (knowledge transfer).
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<p>Predvideni študijski rezultati:</p> <p>Študent/študentka:</p> <ul style="list-style-type: none"> – Pozna in razume vsebino sodobnih modelov kakovosti in odličnosti. – Pozna in razume vlogo in pomen sodobnih modelov kakovosti in odličnosti v poslovnih odnosih. – Razume interakcijsko delovanje dejavnikov, ki vplivajo na uspešnost in učinkovitost uporabe sodobnih modelov kakovosti in odličnosti. – Pozna in uporablja sodobne pristope, modele in orodja za doseganje in nenehno izboljševanje odličnosti proizvodov, procesov in sistemov. – Uporablja osnovno znanje in veščine s področja menedžmenta kakovosti in odličnosti. – Reflektira in kritično ovrednoti različne izkušnje s področja sodobnih modelov kakovosti in odličnosti. – Aktivno in kritično spremlja in reflektira aktualno dogajanje na področju sodobnih modelov kakovosti in odličnosti. – V povezavi z drugimi predmeti pozna, razume in reflektira kompleksnost strokovnih in družbenih nalog zaposlenih pri vpeljavi zahtev sodobnih modelov kakovosti in odličnosti. – Pozna in razume umeščenost sodobnih modelov kakovosti in odličnosti v širše družbene, kulturne in vrednotne kontekste ter z refleksijo teh kontekstov oblikuje intelektualno aktiven odnos do sveta. 	<p>Intended learning outcomes:</p> <p>The student will:</p> <ul style="list-style-type: none"> – Know and understand the content of contemporary models of quality and excellence. – Know and understand the role and meaning of contemporary models of quality and excellence in business relations. – Understand the interaction among factors that influence the success and effectiveness of using contemporary models of quality and excellence. – Know and use contemporary approaches, models, and tools for achieving continuous improvement of excellency in products, processes, and systems. – Use basic knowledge and skills from the field of quality management and excellence. – Reflect and critically assess various experiences from the area of contemporary models of quality and excellence. – Actively and critically follow and reflect on current events from the field of contemporary models of quality and excellence. – In connection with other courses know, understand and reflects the complexity of professional and social tasks of employees with the integration of requirements by contemporary models of quality and excellence. – Know and understand how contemporary models of
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	quality and excellence fit with society in large, within the context of culture and value as well as reflect from these contexts to form an intellectually active relationship to the world.
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Metode poučevanja in učenja:	Learning and teaching methods:
<ul style="list-style-type: none"> – Predavanja z aktivno udeležbo študentov (razlaga snovi, pogovori, vprašanja, primeri, reševanje problemov). – Seminarske vaje v povezavi s prakso (refleksija izkušenj, projektno delo, timsko delo, metode kritičnega mišljenja, pogovori, sporočanje povratne informacije, socialne igre, ekskurzija). – Individualne in skupinske konzultacije (pogovori, dodatna razlaga, obravnava specifičnih vprašanj). – Animacija samostojnega študija in raziskovanja (motiviranje, usmerjanje, samoopazovanje, samouravnavanje, refleksija, samoocenjevanje). 	<ul style="list-style-type: none"> – Lectures with active student participation (discussions, talks, questioning, cases, problem-solving). – Seminar papers in connection to practice (reflections from experience, project work, teamwork, methods of critical thinking, talks, providing feedback, social games, excursions). – Individual and group consultations (discussions, additional explanations, discussing specific questions). – Facilitating independent study and research (motivating, directing, self-examination, self-regulation, reflection, and self-assessment).

Načini ocenjevanja:	Delež / Weight (%)	Assesment:
Način (pisni izpit, ustno izpraševanje, naloge, projekt)		<i>Type (examination, oral, coursework, project)</i>
– Pisni/ustni izpit	60%	– Written / Oral Exam
– Empirična seminarska naloga s poročili seminarskega dela ter predstavitev naloge	40%	– Empirical seminar paper with reports from seminar work and seminar paper presentation

Reference nosilca / Lecturer's references:
<ul style="list-style-type: none"> – ŽURGA, Gordana. Public administration's added value to the competitiveness of national economy. Zb. rad. Ekon. fak. Rij., 2011, vol. 29, sv. 1, str. 193-223, ilustr., tabele. http://www.efri.uniri.hr/english/dokumenti/08-zurga-2011-1.pdf. [COBISS.SI-ID 3984599] – ŽURGA, Gordana. Development of quality management in public administration in the Republic of Slovenia : a case study. Prabandhan : Indian j. manag., 2011, vol. 4, no. 10, str. 11-16. [COBISS.SI-ID 4138199] – Žurga, G. (Urednica). Zborniki konferenc: 10. konferenca kakovosti v javni upravi RS 2010, Dobre prakse v slovenski javni upravi, 2003 – 2009, Od ideje o kakovosti do dobrih praks v javni upravi, 2002, Na poti k poslovni odličnosti javne uprave, 2001; Izdajatelj: Ministrstvo za notranje zadeve Republike Slovenije (2001 – 2004), Ministrstvo za javno upravo (2005 – 2010). – ŽURGA, Gordana. New trends in quality public service delivery. V: LISIECKA, Krystyna (ur.), PAPAJ, Tomasz (ur.). Kierunki doskonalenia usług świadczonych przez administracje publiczna : praca zbiorowa. w Katowicach: Ślaskie Centrum Społeczeństwa Informacyjnego: Akademia Ekonomiczna im. Karola Adameckiego, cop. 2009, str. 11-18. [COBISS.SI-ID 3418839] – ŽURGA, Gordana. Introduction and background information. V: ŽURGA, Gordana (ur.). Quality management in public administrations of the EU member states : comparative analysis. Ljubljana: Ministry of Public Administration, 2008, str. 5-10. http://www.5qualiconference.eu/FCKeditor/userfiles/file/analyse_comparative_qualite.pdf. [COBISS.SI-ID 3046615] – ŽURGA, Gordana. Kakovost državne uprave : pristopi in rešitve, (Knjižna zbirka Politični procesi in inštitucije), (Knjižna zbirka Profesija). Ljubljana: Fakulteta za družbene vede, 2001. 130 str., graf. prikazi. ISBN 961-235-067-1. [COBISS.SI-ID 113807616]

