

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet:	Odličnost menedžmenta
Course title:	Management 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 Podiplomska (druga)	Program nima smeri	2.	3.
Quality Management Graduate-Master (Second)	The program has no study fields	2	3

Vrsta predmeta / Course type:

Izbirni	Elective
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Univerzitetna koda predmeta / University course code:

021011-02

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 2. letnik študija.
- Študent/študentka mora pred pristopom k izpitu pripraviti in zagovarjati empirično seminarsko nalogo

Prerequisites:

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

Vsebina:

1. Sodobni pristopi, modeli in pristopi obvladovanja odličnosti
2. Temeljna načela odličnosti
3. Od menedžmenta odličnosti do odličnosti menedžmenta
4. Menedžment na podlagi procesov in dejstev
5. Razvoj in vključevanje zaposlenih
6. Stalno učenje, inoviranje in izboljševanje
7. Družbena odgovornost
8. Vidik odličnosti menedžmenta v modelih, standardih in metodah celovite kakovosti in poslovne odličnosti

Content (Syllabus outline):

1. Modern approaches, models and approaches of management excellence.
2. Basic principles of excellence.
3. From management of excellence to management excellence.
4. Management based on processes and facts.
5. Development and including employees.
6. Continuous learning, innovation, and improvement.
7. Social responsibility.
8. Aspects of excellence in management models, standards, and methods of total quality management and business excellence.

Temeljna literatura in viri / Readings

Obvezna literature / Required reading(s):

- Markič, M. (2012). *Odličnost menedžmenta* (prosojnice s predavanj). Novo mesto: Fakulteta za organizacijske študije.

Dodatna – dopolnilna / Recommended reading(s):

- Drucker, F. P. (2001). *Managerski izzivi v 21. stoletju*. Ljubljana: GV Založba.
- Waal, A. A. (2008). *The secret of High performance Organizations* (Management Online review). Pridobljeno na www.moreexpertise.com
- Collins, J. C., & Porras, J. I. (1994). *Built to Last. Successful Habits of Visionary Companies*. London: Random House.

Cilji in kompetence:

- Razumevanje in upoštevanje raznolikosti globalnega okolja pri organizaciji, izvajanju in nenehnem izboljševanju celovite kakovosti in poslovne odličnosti.
- 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.
- Razvoj komunikacijskih sposobnosti in spretnosti za komuniciranje z različnimi okolji.
- Sposobnost timskega dela, tj. pripravljenost na sodelovanje, kooperativnost, upoštevanje mnenj drugih in izpolnjevanje dogovorjene vloge v okviru tima in skupine.
- Poznavanje profesionalne etike, pravne zakonodaje, priznavanje in spoštovanje moralnih in etičnih načel in vrednot ter njihova uporaba pri delu.
- Usposobljenost za izobraževanje, vzgojo in mentorsko delo pri promociji kakovosti in poslovne odličnosti.
- Usposobljenost za sprejemanje odgovornosti za profesionalni razvoj in učenje, izboljševanje lastnega dela skozi evalvacijo z namenom samopreseganja in s tem nenehnega izboljševanja kakovost in odličnost dela.
- 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.
- Sposobnost usmerjanja in izmenjave znanja v okviru kulture stalnega učenja, inoviranja in izboljševanja.
- Internalizacija vedenja, ki ustvarja jasnost in enotnost namena v mejah organizacije ter okolja, v katerem lahko organizacija in njeni zaposleni izkazujejo svojo odličnost.
- Razvoj veščin in spretnosti v uporabi znanja na področju kakovosti in poslovne odličnosti.
- Organizacijske in vodstvene spretnosti za usmerjanje dela v organizaciji.

Objectives and competences:

- Understanding and respecting the diversity of the global organizational environment, implementation and continuous improvement of overall quality and business excellence.
- 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.
- The development of communication skills and abilities to communicate with different environments.
- Ability for teamwork, i.e., willingness to collaborate and cooperate, respecting the opinions of others and completing the designated task within the team and group.
- Knowledge of professional ethics, laws, recognition, and respect for moral and ethical values and principles to their application at work.
- The ability to educate and undertake mentoring work in promoting quality and business excellence.
- 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.
- Internalising the concept of autopoiesis in reference to quality management and excellence founded on the spiraling order of planning, doing, checking, and acting.
- Internalising the fundamental building blocks of contemporary paradigms of quality and excellence.
- The ability to direct and exchange knowledge within a culture of continuous learning, innovation, and improvement.
- Internalisation of behavior that creates clarity and unity of purpose within the organization as well as in the environment within which the organization and its employees demonstrate excellence.
- Developing skills and abilities in using knowledge from the area of quality and business excellence.

<ul style="list-style-type: none"> – Usposobljenost za svetovalno delo (prenos znanja). 	<ul style="list-style-type: none"> – Organizational and leadership skills to guide tasks and work in the organization. – Qualification for consultancy work (knowledge transfer).
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Predvideni študijski rezultati:	Intended learning outcomes:
<p>Študent/študentka:</p> <ul style="list-style-type: none"> – Pozna in razume pomen in večplastnost procesnega pristopa pri menedžmentu poslovne odličnosti in odličnosti menedžmenta. – Pozna in razume vlogo in pomen menedžmenta odličnosti in odličnosti menedžmenta v poslovnih odnosih. – Razume interakcijsko delovanje dejavnikov, ki vplivajo na uspešnost in učinkovitost menedžmenta odličnosti in odličnosti menedžmenta. – Pozna in uporablja sodobne pristope, modele in orodja za doseganje in nenehno izboljševanje odličnosti proizvodov, procesov in sistemov. – Uporablja osnovno znanje in veščine s področja menedžmenta odličnosti in odličnosti menedžmenta. – Reflektira in kritično ovrednoti različne izkušnje s področja menedžmenta odličnosti in odličnosti menedžmenta. – Aktivno in kritično spremlja in reflektira aktualno dogajanje na področju menedžmenta odličnosti in odličnosti menedžmenta. – V povezavi z drugimi predmeti pozna, razume in reflektira kompleksnost strokovnih in družbenih nalog zaposlenih pri menedžmentu odličnosti in odličnosti menedžmenta. – Pozna in razume umeščenost menedžmenta odličnosti in odličnosti menedžmenta v širše družbene, kulturne in vrednotne kontekste ter z refleksijo teh kontekstov oblikuje intelektualno aktiven odnos do sveta. 	<p>The student will:</p> <ul style="list-style-type: none"> – Know and understand the importance and multi-layered nature of a process approach to management of business excellence in management excellence. – Know and understand the role and meaning of management excellence and excellence of management in business relations. – Understand the interaction among factors that influence the success and effectiveness of management excellence and excellence of management. – Know and use contemporary approaches, models, and tools to achieve and continuously improve excellence of products, processes, and systems. – Use basic knowledge and skills from the field of management excellence and excellence in management. – Reflect and critically assess different experiences from the field of management excellence and excellence in management. – Proactively and critically monitor as well as reflect on current developments from the field of management excellence and excellence in management. – In connection with other courses, know, understand, and reflect on the complexity of professional and social tasks of employees in the organization. <p>Know and understand how management excellence and excellence in management fit with society in large, within the context of culture and value-laden as well as reflect from these contexts to form an intellectually active relationship to the world.</p>

Metode poučevanja in učenja:	Learning and teaching methods:
<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. 	<ul style="list-style-type: none"> – Frontal lectures – Small group work – Independent student work – E-learning – Explanations – Talks / discussions / debate – Examining cases – Visiting organizations – Including guests from the field

Načini ocenjevanja:	Delež / Weight (%)	Assesment:
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Način (pisni izpit, ustno izpraševanje, naloge, projekt)		Type (examination, oral, coursework, project)
– 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 : pogoj za odličnost poslovanja*. Koper: Fakulteta za management, 2004. 310 str., ilustr. ISBN 961-6486-43-8. [COBISS.SI-ID [215137280](#)]