

UČNI NAČRT PREDMETA / COURSE SYLLABUS

<b>Predmet:</b>	Učeča se organizacija in menedžment znanja
<b>Course title:</b>	Learning Organizations and Knowledge Management

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.	4.
Quality Management Graduate-Master (Second)	The program has no study fields	2	4

**Vrsta predmeta / Course type:** Izbirni | Elective

**Univerzitetna koda predmeta / University course code:** 021014-02

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	-	20	-	-	100	5

**Nosilec predmeta / Lecturer:** doc. dr. Maja Meško | Maja Meško, PhD  
Assistant Professor

Jeziki / Languages:	Predavanja / Lectures:	Vaje / Tutorial:
	Slovenski, angleški	Slovenski, angleški
	Slovenian, English	Slovenian, English

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

- Pogoj 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. Sodoben pogled na organizacijo.
2. Ključni dejavniki za udejanjanje načela stalnega učenja, inoviranja in izboljševanje.
3. Menedžment informacij in znanja v organizaciji.
4. Učeča se organizacija.
5. Primeri dobrih praks implementacije menedžmenta znanja in učenja v organizacijo.
6. Vidik menedžmenta znanja in učenja v modelih, standardih in metodah celovite kakovosti in poslovne odličnosti.

**Content (Syllabus outline):**

1. Modern approaches towards organization.
2. Key factors in implementing the principles of continuous education, innovation, and improvement.
3. Management of information and knowledge in an organization.
4. Learning organization.
5. Examples of good practices and implementation of knowledge management and learning in an organization.
6. Viewpoints of knowledge management and learning in models, standards, and methods of total quality and business excellence.

## Temeljna literatura in viri / Readings

### Obvezna literature / Required reading(s):

- Dimovski, V., Penger, S., Škerlavaj, M., & Žnidaršič, J. (2005). *Učēča se organizacija: ustvarite podjetje znanja*. Ljubljana: GV založba.
- Fuller, S. (2001). *Knowledge Management Foundations*. Boston, MA: Butterworth-Heinemann.

### Dodatna – dopolnilna / Recommended reading(s):

- Capra, F. (2002). *The Hidden Connections: Integrating the Biological, Cognitive, and Social Dimensions of Life Into a Science of Sustainability*. New York: Doubleday.
- Firestone, J. M., & McElroy, M. W. (2003). *Key Issues in the New Knowledge Management*. Boston, MA: Butterworth-Heinemann.
- Hols Aple, C. (2002). *Knowledge Based Organization*. London: Taylor & Francis.
- Nonaka, I., & Takeuchi, H. (1995). *The Knowledge Creating Company*. Oxford: Oxford University Press.
- Senge, P. (1994). *The Fifth Discipline: The Art & Practice of The Learning Organization*. New York: Doubleday.
- Sullivan, P. (2000). *Value-Driven Intellectual Capital*. New York: John Wiley.
- Thomas, A. (1997). *Intellectual Capital, The Wealth of Nations*. New York: Currency-Doubleday.

### 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 kakovosti in odličnosti 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.

### 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

<ul style="list-style-type: none"> <li>– Internalizacija vedenja, ki ustvarja jasnost in enotnost namena v mejah organizacije ter okolja, v katerem lahko organizacija in njeni zaposleni izkazujejo svojo odličnost.</li> <li>– Razvoj veščin in spretnosti v uporabi znanja na področju kakovosti in poslovne odličnosti.</li> <li>– Organizacijske in vodstvene spretnosti za usmerjanje dela v organizaciji.</li> <li>– Usposobljenost za svetovalno delo (prenos znanja).</li> </ul>	<p>culture of continuous learning, innovation, and improvement.</p> <ul style="list-style-type: none"> <li>– 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.</li> <li>– Developing skills and abilities in using knowledge from the area of quality and business excellence.</li> <li>– Organizational and leadership skills to guide tasks and work in the organization.</li> <li>– Qualification for consultancy work (knowledge transfer).</li> </ul>
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<b>Predvideni študijski rezultati:</b>	<b>Intended learning outcomes:</b>
<p>Študent/študentka:</p> <ul style="list-style-type: none"> <li>– Pozna in razume pomen in večplastnost procesnega pristopa pri menedžmentu znanja v učeči se organizaciji.</li> <li>– Razume interakcijsko delovanje dejavnikov, ki vplivajo na uspešnost in učinkovitost menedžmenta znanja v učeči se organizaciji.</li> <li>– Pozna in uporablja sodobne pristope, modele in orodja za doseganje in nenehno izboljševanje znanja v učeči se organizaciji.</li> <li>– Uporablja osnovno znanje in veščine s področja menedžmenta znanja v učeči se organizaciji</li> <li>– Reflektira in kritično ovrednoti različne izkušnje s področja znanja v učeči se organizaciji.</li> <li>– Aktivno in kritično spremlja in reflektira aktualno dogajanje na področju menedžmenta znanja v učeči se organizaciji .</li> <li>– V povezavi z drugimi predmeti pozna, razume in reflektira kompleksnost strokovnih in družbenih nalog zaposlenih pri menedžmentu znanja v učeči se organizaciji.</li> <li>– Pozna in razume umeščenost znanja in organizacijskega učenja v širše družbene, kulturne in vrednotne kontekste ter z refleksijo teh kontekstov oblikuje intelektualno aktiven odnos do sveta.</li> </ul>	<p>The student will:</p> <ul style="list-style-type: none"> <li>– Know and understand the importance and multi-layered process approach in knowledge management within a learning organization.</li> <li>– Understand the interaction among factors that influence the success and effectiveness in knowledge management within a learning organization.</li> <li>– Know and use contemporary approaches, models, and tools to achieve and continuously improve excellence in a learning organization.</li> <li>– Use basic knowledge and skills from the field of management knowledge in a learning organization.</li> <li>– Reflect and critically assess different experiences from the field of knowledge management within a learning organization.</li> <li>– Actively and critically monitor as well as reflect on current developments from the field of knowledge management in a learning organization.</li> <li>– In connection with other courses, know, understand, and reflect on the complexity of professional and social tasks of employees in the organization.</li> <li>– Know and understand how knowledge and organizational knowledge 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.</li> </ul>

<b>Metode poučevanja in učenja:</b>	<b>Learning and teaching methods:</b>
<ul style="list-style-type: none"> <li>– <i>Predavanja</i> z aktivno udeležbo študentov (razlaga snovi, pogovori, vprašanja, primeri, reševanje problemov).</li> <li>– <i>Seminarske vaje</i> v povezavi s prakso (refleksija izkušenj, projektno delo, timsko delo, metode kritičnega mišljenja, pogovori, sporočanje povratne informacije, socialne igre, ekskurzija).</li> <li>– Individualne in skupinske <i>konzultacije</i> (pogovori, dodatna razlaga, obravnava specifičnih vprašanj).</li> <li>– <i>Animacija samostojnega študija in raziskovanja</i> (motiviranje, usmerjanje, samoopazovanje,</li> </ul>	<ul style="list-style-type: none"> <li>– Lectures with active student participation (discussions, talks, questioning, cases, problem-solving).</li> <li>– Seminar papers in connection to practice (reflections from experience, project work, teamwork, methods of critical thinking, talks, providing feedback, social games, excursions).</li> <li>– Individual and group consultations (discussions, additional explanations, discussing specific questions).</li> <li>– Facilitating independent study and research (motivating, directing, self-examination, self-regulation, reflection, and self-assessment).</li> </ul>

samouravnavanje, refleksija, samoocenjevanje).

<b>Načini ocenjevanja:</b>	<b>Delež / Weight (%)</b>	<b>Assesment:</b>
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:**

- 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](https://www.cobiss.si/id/4296151)]
- MEŠKO, Maja, KARPLJUK, Damir, VIDEMŠEK, Mateja, ŠTIHEC, Jože, ŽUPANIČ, Franc Željko. Stress symptoms and stress-coping strategies among Slovene middle-level managers. *Afr. j. bus. manag.*, mar. 2012, vol. 6, no. 11, str. 4127-4133, tabele. <http://www.academicjournals.org/ajbm/Archive.htm>, doi: [10.5897/AJBM11.1840](https://doi.org/10.5897/AJBM11.1840). [COBISS.SI-ID [4203697](https://www.cobiss.si/id/4203697)]
- MEŠKO, Maja, VIDEMŠEK, Mateja, ŠTIHEC, Jože, MEŠKO ŠTOK, Zlatka, KARPLJUK, Damir. Razlike med spoloma pri nekaterih simptomih stresa ter intenzivnost doživljanja stresnih simptomov. *Management*, 2010, let. 5, št. 2, str. 149-161, tabele. [COBISS.SI-ID [3835313](https://www.cobiss.si/id/3835313)]
- KOVAČ, Darko, MEŠKO, Maja, BERTONCELJ, Andrej. Entrepreneurial conative component of competences : the case of Slovenia. *Organizacija (Kranj)*, 2010, letn. 43, št. 6, str. 247-256, ilustr., tabele, doi:[10.2478/v10051-010-0025-y](https://doi.org/10.2478/v10051-010-0025-y). [COBISS.SI-ID [3795159](https://www.cobiss.si/id/3795159)]
- MEŠKO ŠTOK, Zlatka, MEŠKO, Maja. Elementi managementa znanja v turizmu kot vodilo do poslovne odličnosti. *Academica turistica*, dec. 2009, letn. 2, št. 3/4, str. 4-9, tabela. [COBISS.SI-ID [3485399](https://www.cobiss.si/id/3485399)]