

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet:	Poslovna odličnost
Course title:	Business 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:	021015-02
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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:	izr. prof. dr. Boris Bukovec	Boris Bukovec, PhD Associate 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:

- Pogoj za vključitev v delo je vpis v 1. letnik študija.
- Študent/študentka mora pred pristopom k izpitu pripraviti in zagovarjati empirično 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. Poslovna odličnost.
2. Pot k poslovni odličnosti.
3. Temeljna načela odličnosti in modela EFQM
4. Merila modela odličnosti EFQM
5. Proces Priznanja Republike Slovenije za poslovno odličnost – PRSPO
6. Dobre prakse uspešne in učinkovite uporabe modela odličnosti EFQM
7. Prikazi odličnih organizacij iz profitnega in neprofitnega sektorja (Evropa, Slovenija).
8. Ustvarjalna delavnica za poglobljeno poznavanje modela odličnosti EFQM.

Content (Syllabus outline):

1. Business Excellence.
2. The path to business excellence.
3. Basic principles of excellence and the EFQM model.
4. Criteria of the EFQM model of excellence.
5. The process for the Recognition of the Republic of Slovenia for Business Excellence – PRSPO
6. Good practice of successful and effective use of the EFQM model of excellence.
7. Presentation of excellent organizations from the profit and non-profit sector (Europe, Slovenia).
8. Creative workshop for in-depth knowledge of the EFQM model of excellence.

Temeljna literatura in viri / Readings

Obvezna literature / Required reading(s):

- *EFQM Model odličnosti*. (2011). Ljubljana: Ministrstvo za visoko šolstvo, znanost in tehnologijo, Urad RS za meroslovje.
- 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).
- Turk, I. (2010). *O osebnih in poslovnih odličnostih*. Ljubljana: Zveza ekonomistov Slovenije.

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.
- Bukovec, B. (2009). *Nova paradigma obvladovanja sprememb*. Nova Gorica: Fakulteta za uporabne družbene študije.
- Marolt, J., & Gomišček, B. (2005). *Management kakovosti*. Kranj: Moderna organizacija.
- Conti, T. (1998). *Samooocenjevanje družb*. Ljubljana: DZS.
- *Skupni ocenjevalni okvir za organizacije v javnem sektorju: CAF 2006*. (2007). Ljubljana: Ministrstvo za javno upravo.
- Peters, T., & Waterman, R. H. (1995). *In search of excellence: Lessons from America's Best-run Companies*. London: HarperCollinsBusiness.

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 samopresejanja 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.
- Usposobljenost za reševanje konkretnih delovnih problemov z uporabo znanstvenih metod in postopkov.
- Celostno obvladovanje temeljnega znanja na področju kakovosti in poslovne odličnosti ter metodologije

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 and cooperate, respecting the opinions of others and completing the designated task within the team and group.
- 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

<p>raziskovanja ter njegova interdisciplinarna uporaba.</p> <ul style="list-style-type: none"> – 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>problems using scientific methods and procedures.</p> <ul style="list-style-type: none"> – 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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Predvideni študijski rezultati:

<p>Študent/študentka:</p> <ul style="list-style-type: none"> – Obvlada kompleksno analizo fenomenov s področja inoviranja, odličnosti in sistemskega razmišljanja. – Pozna in razume pomen poslovne odličnosti. – Pozna in razume vlogo in pomen poslovne odličnosti v poslovnih odnosih. – Razume interakcijsko delovanje dejavnikov, ki vplivajo na uspešnost in učinkovitost uporabe sodobnih modelov poslovne 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 poslovne odličnosti. – Reflektira in kritično ovrednoti različne izkušnje s področja sodobnih modelov poslovne 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 poslovne odličnosti. – Pozna in razume umeščenost poslovne odličnosti v širše družbene, kulturne in vrednotne kontekste ter z refleksijo teh kontekstov oblikuje intelektualno aktiven odnos do sveta.

Intended learning outcomes:

<p>The student will:</p> <ul style="list-style-type: none"> – Master a complex analysis of phenomena in the field of innovation, excellence, and systematic thinking. – Know and understand the meaning of business excellence. – Know and understand the role of business excellence in business relations. – Understand the interaction among factors that influence the success and efficiency of using contemporary models of business excellence. – Know and use approaches, models, and tools to achieve continuous improvement in excellence of products, processes, and systems. – Use basic knowledge and skills from the field of business excellence. – Reflect and critically evaluate various experiences from the field of contemporary models of business excellence. – Actively and critically monitor and reflect on current developments in the field of quality and excellency models. – In connection with other courses, know, understand and reflect on the complexity of professional and social tasks of employees with implementing the requirements of business excellency. – Know and understand how business excellence fits 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.
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Metode poučevanja in učenja:

<ul style="list-style-type: none"> – <i>Predavanja</i> z aktivno udeležbo študentov (razlaga snovi, pogovori, vprašanja, primeri, reševanje problemov). – <i>Seminarske vaje</i> v povezavi s prakso (refleksija izkušenj, projektno delo, timsko delo, metode kritičnega

Learning and teaching methods:

<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

<p>mišljenja, pogovori, sporočanje povratne informacije, socialne igre, ekskurzija).</p> <ul style="list-style-type: none"> – Individualne in skupinske <i>konzultacije</i> (pogovori, dodatna razlaga, obravnava specifičnih vprašanj). – <i>Animacija samostojnega študija in raziskovanja</i> (motiviranje, usmerjanje, samoopazovanje, samouravnavanje, refleksija, samoocenjevanje). 	<p>games, excursions).</p> <ul style="list-style-type: none"> – 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).
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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"> – BUKOVEC, Boris. Nova paradigma obvladovanja sprememb. Nova Gorica: Fakulteta za uporabne družbene študije, 2009. 296 str., ilustr., tabele. ISBN 978-961-6718-07-3. [COBISS.SI-ID 239891712] – BUKOVEC, Boris, MARKIČ, Mirko. The level of integration of various models for organisational change management in Slovenian organisations. International journal of business and systems research. [Tiskana izd.], 2008, vol. 2, no. 4, str. 431-446. [COBISS.SI-ID 2839255] – BUKOVEC, Boris, OVSENIK, Rok. Fundamentals of the new paradigm of quality organizational change management. V: OVSENIK, Rok (ur.), KIERETA, Iwona (ur.). Destination management. Frankfurt am Main [etc.]: P. Lang, 2006, 2006, str. 90-133. [COBISS.SI-ID 796638] – BUKOVEC, Boris. Management človeških virov in obvladovanje organizacijskih sprememb. Organizacija (Kranj), feb. 2006, letn. 39, št. 2, str. 117-123. [COBISS.SI-ID 512559223] – BUKOVEC, Boris. Pomen voditeljstva v procesu obvladovanja sprememb. Organizacija (Kranj), jan. 2005, letn. 38, št. 1, str. 39-45. [COBISS.SI-ID 14544439]
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