

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet:	Kakovost in odličnost v javni upravi
Course title:	Quality and Excellence in Public Administration

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.	2. / 4.
Quality Management Graduate-Master (Second)	The program has no study fields	1/2	2/4

Vrsta predmeta / Course type: Izbirni Module

Univerzitetna koda predmeta / University course code: 021021-02

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. Gordana Žurga Gordana Žurga, 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:

- 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. Procesna organiziranost v javni upravi.
2. Obvladovanje kakovosti in odličnosti v javni upravi.
3. Strategije doseganja odličnosti v javni upravi.
4. Usmerjenost k odjemalcem uprave.
5. Menedžment kakovosti v javnih upravah v EU.
6. Vloga evropske mreže javnih uprav.
7. Primeri dobrih praks.

Content (Syllabus outline):

1. Process organization in public administration.
2. Quality management and excellence in public administration.
3. Strategies to achieve excellence in public administration.
4. Client management orientation.
5. Quality management in Public Administration in the EU.
6. The role of the European Public Administration Network.
7. Examples of good practice.

Temeljna literatura in viri / Readings

Obvezna literature / Required reading(s):

- Žurga, G. (ur.). (2008). *Quality Management in Public Administrations of the EU Member States: Comparative Analysis*. Ljubljana: Ministrstvo za javno upravo.
- Žurga, G. (ur.). 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).

Dodatna – dopolnilna / Recommended reading(s):

- Žurga, G. (ur.). (2008). *Evaluation of Public Administrations' Added Value to the Lisbon Strategy Goals*. Ljubljana: Ministrstvo za javno upravo.
- *Skupni ocenjevalni okvir za organizacije v javnem sektorju: CAF 2006*. (2007). Ljubljana: Ministrstvo za javno upravo.
- Brošure EFQM:
 - Model odličnosti EFQM, Javni in prostovoljni sektor. 1st ed. Ljubljana: Ministrstvo za šolstvo, znanost in šport, Urad RS za meroslovje, 2004.
 - Ocenjevanje odličnosti : praktični vodnik za uspešno razvijanje, izvedbo in pregled strategije samoocenjevanja v vaši organizaciji. 1st ed. Ljubljana: Ministrstvo za šolstvo, znanost in šport, Urad RS za meroslovje, 2004.
 - Temeljna načela odličnosti. 1st ed. Ljubljana: Ministrstvo za šolstvo, znanost in šport, Urad RS za meroslovje, 2004.
- Public Sector Performance; An international comparison of education, health care, law and order and public administration. The Hague: Social and Cultural Planning Office of the Netherlands. September 2004.
- Žurga, G. (2010). Interakcije in korelacije med kakovostjo delovanja upravnih enot in ministrstev v Republiki Sloveniji. *Javna uprava*, 46(1-2), 93–119.

Cilji in kompetence:

- 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.
- Usposobljenost za izobraževanje, vzgojo in mentorsko delo pri promociji kakovosti in poslovne odličnosti.
- 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.
- Celostno obvladovanje temeljnega znanja na področju kakovosti in poslovne odličnosti ter metodologije raziskovanja ter njegova interdisciplinarna uporaba.
- Obvladovanje izbranih pristopov, modelov in orodij na področju kakovosti in poslovne odličnosti
- Usposobljenost za svetovalno delo (prenos znanja).

Objectives and competences:

- 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.
- The ability to educate and undertake mentoring work in promoting 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.
- The ability to direct and exchange knowledge within a culture of continuous learning, innovation, and improvement.
- 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.
- The application of selected approaches, models and

	<p>tools in the field of quality and business excellence.</p> <ul style="list-style-type: none"> – 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 načela kakovosti po standardih ISO družine 9000 ter načela poslovne odličnosti EFQM po modelu poslovne odličnosti. – Razume pomen procesne organiziranosti v javni upravi, zlasti z vidika obvladovanja in izboljševanja njenih procesov. – Pozna in razume različna orodja kakovosti in modele poslovne odličnosti, ki so v uporabi v javni upravi, ter razume celotne in parcialne pristope k obvladovanju kakovosti in odličnosti v javni upravi. – Pozna in razlikuje različne pristope za doseganje odličnosti v javnih upravah v EU. – Pozna in razlikuje različne sheme doseganja poslovne odličnosti v javni upravi. – Teoretične vidike kakovosti in poslovne odličnosti v javni upravi poveže in jih predstavi na empirični ravni ter prepozna in utemelji kavalnost. – V povezavi z drugimi predmeti razume in reflektira obvladovanje kakovosti in poslovne odličnosti v javni upravi z različnih vidikov ter še posebej z vidika značilnosti okolja organizacij v javni upravi. 	<p>The student will:</p> <ul style="list-style-type: none"> – Know and understand the principles of quality according to ISO 9000 and the principles of the business excellence model EFQM according to the model of business excellence. – Understand the meaning of process organization in public administration especially from the perspective of managing and improving its processes. – Know and understand various tools of quality and models of business excellence that are in use in public administration and understand the total and partial approach towards quality management and excellence in public administration. – Know and distinguish different approaches in achieving excellence in public administration in the EU. – Know and distinguish different schemes in achieving business excellence in public administration. – Match theoretical aspects of quality and business excellence in public administration to the empirical level and identify and substantiate causality. – In connection with other subjects, know, understand, and reflect complex professional and social tasks of employees in quality management and business excellence.

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 (%)** **Assessment:**

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:

- ŽURGA, Gordana (ur.). Quality management in public administrations of the EU member states : comparative analysis. Ljubljana: Ministry of Public Administration, 2008. 200 str., graf. prikazi. ISBN 978-961-6651-09-7. [COBISS.SI-ID 241577216]
- ŽURGA, Gordana (ur.). Evaluation of public administrations' added value to the Lisbon Strategy goals. Ljubljana: Ministry of Public Administration, 2008. 145 str., tabele, graf. prikazi. ISBN 978-961-6651-08-0. [COBISS.SI-ID 241576192]
- 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. Sustaining quality of training for quality management in public administration. V: IASIA at 50: Challenges and ways forward for public administration globally : [proceedings]. Rim: IIAS: IASIA, 2011, 17 str., tabele. [COBISS.SI-ID 3985367]
- Žurka, 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. 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]