

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet:	Celovita kakovost in poslovna odličnost
Course title:	Total quality and 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 Dodiplomski (prva)	Program nima smeri	1.	2.
Quality Management Undergraduate (First)	The program has no study fields	1	2

Vrsta predmeta / Course type:	Obvezni	Required
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Univerzitetna koda predmeta / University course code:	011006-02
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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	-	45	-	-	105	6

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:

- 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. Spremembe kot problem in priložnost.
2. Celovita kakovost kot poslovna filozofija stalnega napredka.
3. Odličnost.
4. Od menedžmenta kakovosti do kakovosti menedžmenta.
5. Ekonomski vidik kakovosti.
6. Načela celovite kakovosti in poslovne odličnosti.
7. Modeli izboljševanja kakovosti in poslovne odličnosti.
8. Metode izboljševanja kakovosti in poslovne odličnosti.
9. Standardizacija in standardi.
10. Funkcije kakovosti v organizaciji.
11. Primeri dobrih praks.

Content (Syllabus outline):

1. Change as an issue and opportunity.
2. Total quality as a business philosophy of continuous improvement.
3. Excellence.
4. From management quality to quality management.
5. Economic aspects of quality.
6. Principles of total quality management and business excellence.
7. Models of quality improvement and business excellence.
8. Methods of quality improvement and business excellence.
9. Standardization and standards.
10. Quality functions in organizations.
11. Examples of good practices.

Temeljna literatura in viri / Readings

Obvezna literature / Required reading(s):

- Marolt, J., & Gomišček, B. (2005). *Management kakovosti*. Kranj: Moderna organizacija.
- Žurga, G. (2005). Vloga benchmarkinga in dobrih praks za organizacijsko učenje in stalno izboljševanje. V G. Žurga (ur.), *Dobre prakse v slovenski javni upravi* (str. 5–21). Ljubljana: Ministrstvo za javno upravo.

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.
- Crosby, P. B. (1989). *Kakovost je zastoj: Umetnost zagotavljanja kakovosti*. Ljubljana: Gospodarski vestnik.
- Gabrijelečič, J. (1995). *Od kakovosti k odličnosti: po poti organizacijskega razvoja*. Novo mesto: Dolenjska založba.
- Jacou, P., & Lucas, F. (1995). *V vrtincu sprememb: drugačno vodenje: celovito obvladovanje kakovosti*. Ljubljana: Gospodarski vestnik.
- Ishikawa, K. (1987). *Kako celovito obvladovati kakovost: japonska pot*. Ljubljana: TZS.
- Pivka, M. (2000). *Management kakovosti*. Maribor: Ekonomsko-poslovna fakulteta.
- Juran, J. M., & Godfrey, A. B. (2000). *Juran's Quality Handbook* (5. izd.). Singapore: McGraw-Hill International Edition.
- 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, 2000 – 2008*, izdajatelj SZK.
 - *Letnih Forumov odličnosti in mojstrstva Otočec, 2000 – 2008*, izdajatelj Društvo ekonomistov.
- Standardi: ISO 9001, ISO 14001, ISO 26000, ISO/IEC 27001, OHSAS 18001.

Cilji in kompetence:

- Poznavanje in razumevanje procesov, procesno zasnovane organizacije ter sposobnost obvladovanja nenehnega izboljševanja.
- Sposobnost analize, sinteze ter fleksibilne uporabe znanja v praksi.
- Poznavanje pomena kakovosti in prizadevanje za kakovost strokovnega dela skozi avtonomnost, (samo)kritičnost, (samo)refleksivnost in (samo)evalviranje v strokovnem delu.
- Zmožnost vzpostavljanja in vzdrževanja partnerskih odnosov z vsemi zainteresiranimi (odjemalci, zaposleni, lastniki, družbeno okolje).
- Sposobnost interdisciplinarnega povezovanja znanj različnih predmetov.
- Internalizacija gradnikov sodobne organizacijske teorije, temelječe na organizaciji kot ciljno usmerjenih razmerij med ljudmi.
- Poznavanje in razumevanje avtopoietičnega koncepta obvladovanja kakovosti in odličnosti, temelječega na spiralno-vijačnem zaporedju planiranja, izvedbe, preverjanja in ukrepanja.
- Poznavanje in razumevanje filozofije, pristopov, modelov, orodij in standardov celovite kakovosti in poslovne odločnosti ter usposobljenost za njihovo uporabo v praksi.
- Sposobnost prepoznavanja, obvladovanje in nenehnega izboljševanja procesov v organizaciji ter

Objectives and competences:

- Comprehending and understanding processes, process-based organizations and the ability to manage continuous improvements.
- Ability to analyze, synthesize, and to apply knowledge in practice.
- Knowing the importance of quality and enhancing the quality of professional work through autonomy (self-) critical, (self-) reflexivity and (self-) evaluation.
- Ability to establish and maintain partnerships with all stakeholders (consumers, employees, owners, social environment).
- The ability to connect interdisciplinary knowledge from various subjects.
- Internalisation of building blocks within contemporary organization theory that is based on an organization as a target-oriented relationship among individuals and people.
- Knowing and understanding the concept of autopoiesis in reference to quality management and excellence founded on the spiraling order of planning, doing, checking, and acting.
- Knowledge and understanding of the philosophy, approaches, models, tools, and standards of total quality and business excellence as well as competence in their applicable use in practice.
- Ability to identify, control, and the continuous

<p>njihove povezave v celovit sistem procesov.</p> <ul style="list-style-type: none"> – Obvladovanje temeljnih znanj in praktičnih pristopov, potrebnih za učinkovito in uspešno obvladovanje sistema vodenja organizacije s poudarkom na vodenju z zgledom, poslovnem komuniciranju, obvladovanju projektov, informatizaciji procesov in sistemskem razmišljanju. – Usposobljenost za obvladovanje in nenehno izboljševanje dela v proizvodnih oziroma storitvenih organizacijah. 	<p>improvement of processes in an organization and its links to a comprehensive system of processes.</p> <ul style="list-style-type: none"> – Applying basic knowledge and practical approaches to achieve effective and efficient management of an organization with an emphasis on leadership by example, business communication, management of projects, informatisation of processes and systematic thinking. – Training for managing and continuously improving work in production and service organizations.
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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 obvladovanju kakovosti ter odličnosti proizvodov in storitev. – Pozna in razume vlogo in pomen kakovosti proizvodov in storitev v poslovnih odnosih. – Razume interakcijsko delovanje dejavnikov, ki vplivajo na uspešnost in učinkovitost obvladovanja kakovosti in poslovne odličnosti. – Pozna in uporablja sodobne pristope, modele in orodja za doseganje in nenehno izboljševanje kakovosti proizvodov, procesov in sistemov. – Uporablja osnovno znanje in veščine s področja menedžmenta kakovosti in poslovne odličnosti. – Reflektira in kritično ovrednoti različne izkušnje s področja menedžmenta kakovosti in poslovne odličnosti. – Aktivno in kritično spremlja in reflektira aktualno dogajanje na področju menedžmenta kakovosti in poslovne odličnosti. – V povezavi z drugimi predmeti pozna, razume in reflektira kompleksnost strokovnih in družbenih nalog zaposlenih pri obvladovanju kakovosti in poslovne odličnosti. – Pozna in razume umeščenost menedžmenta kakovosti in poslovne odličnosti 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 complexity of process approach to quality management and excellence in products and services. – Know and understand the role and meaning of quality products and services in business relationships. – Understand the interaction among factors that affect the efficiency and effectiveness of managing quality and business excellence. – Know and use contemporary approaches, models, and tools for achieving continuous quality improvement of products, processes, and systems. – Use basic knowledge and skills from the area of quality management and business excellence. – Reflect and critically analyse various experiences from the field of quality management and business excellence. – Actively and critically monitors and reflects on current developments from the field of quality management and business excellence. – In connection with other subjects, know, understand, and reflect complex professional and social tasks of employees in quality management and business excellence. – Know and understands the position of management quality and business excellence within the broader social, cultural, and value-laden context as well as with reflection of these contexts develop an intellectual proactive attitude towards 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, 	<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).
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samouravnavanje, refleksija, samoocenjevanje).

Načini ocenjevanja:	Delež / Weight (%)	Assessment:
Način (pisni izpit, ustno izpraševanje, naloge, projekt)		Type (examination, oral, coursework, project)
– 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. 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 Adamickiego, 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. Divergentni pristopi v javnem menedžmentu - politiki - gospodarstvu za kakovostne javne storitve : predstavitev na 10. konferenci kakovosti v javni upravi Republike Slovenije 2010. Brdo pri Kranju, 13. okt. 2010. [COBISS.SI-ID 3726807]
- ŽURGA, Gordana. Vloga benchmarkinga in dobrih praks za organizacijsko učenje in stalno izboljševanje. V: ŽURGA, Gordana (ur.). Zbornik referatov. Ljubljana: Ministrstvo za javno upravo Republike Slovenije, 2005, str. 5-21, tabele. [COBISS.SI-ID 1539016]
- 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]
- Sodelovanje pri redakciji prevodov brošur EFQM.
- Sodelovanje pri redakciji prevoda CAF 2006.