

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet:	Procesna zasnova organizacije
Course title:	Process-based organizations

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:	011007-02
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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:	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:

- Pogoju za vključitev v delo je vpis v 1. letnik študija.
- Študent/študentka mora pred pristopom k izpitu pripraviti in zagovarjati seminarsko nalogo

Prerequisites:

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

Vsebina:

1. Teorija procesne organiziranosti
2. Pojmovanja procesne organiziranosti
3. Procesna struktura organiziranosti
4. Procesna zasnova organizacije
5. Spremembe organiziranosti
6. Povezava med procesi in strategijo
7. Glavni, podporni in vodstveni procesi v organizaciji
8. Menedžment procesov v organizaciji

Content (Syllabus outline):

1. Theory of process organization
2. Concept of process organization
3. Process structure of the organization
4. Process design of the organization
5. Changes in organizations
6. Connections between processes and strategy
7. Main, support, and management processes in organizations
8. Management processes within organizations

Temeljna literatura in viri / Readings

Obvezna literature / Required reading(s):

- Markič, M. (2013). *Procesna zasnova organizacije: prosojnice s predavanj*. Novo mesto: Fakulteta za organizacijske študije.

Dodatna – dopolnilna / Recommended reading(s):

- Ballantine, B. (1999). *New forms of work organisation and productivity: a study prepared by business decisions limited for DG employment and social affairs of the European commission*. Pridobljeno 15. novembra 2009, na http://ec.europa.eu/employment_social/soc-dial/workorg/ewon/surveys/newworkorg_en.pdf
- Chandler, A. D. (1962). *Strategy and Structure: Chapters in the History of the American Industrial Enterprise*. Cambridge: MIT Press.
- Unterlechner, M., Meško Štok, Z., & Markič, M. (2008). Prehod s funkcijske v procesno organiziranost. V D. Žargi (ur.), Z. Lekič (ur.), & A. Trebar (ur.), *Biti boljši na poti do boljšega* (str. 106–109). Ljubljana: Slovensko združenje za kakovost, 17. letna konferenca, Bernardin, 6. in 7. november 2008.

Cilji in kompetence:

- Poznavanje in razumevanje procesov, procesno zasnovane organizacije ter sposobnost obvladovanja nenehnega izboljševanja.
- Uporaba in razvoj metod in tehnik za uspešno in učinkovito obvladovanje procesov ter nenehno izboljševanje kakovosti dela, proizvodov in storitev.
- Usposobljenost za obvladovanje organizacijskih sprememb v organizaciji kot odziv na spremembe v okolju.
- Zmožnost vzpostavljanja in vzdrževanja partnerskih odnosov z vsemi zainteresiranimi (odjemalci, zaposleni, lastniki, družbeno okolje).
- Usposobljenost za vodenje oddelka in/ali skupine, organiziranje aktivnega in samostojnega dela ter usposabljanje zaposlenih.
- Sposobnost interdisciplinarnega povezovanja znanj različnih predmetov.
- Internalizacija gradnikov sodobne organizacijske teorije, temelječe na organizaciji kot ciljno usmerjenih razmerij med ljudmi.
- Sposobnost prepoznavanja, obvladovanje in nenehnega izboljševanja procesov v organizaciji ter njihove povezave v celovit sistem procesov.
- Internalizacija odločilne pomembnosti usmeritve v zahteve in pričakovanja odjemalcev in obvladovanje temeljnih pristopov in metod trženja.
- 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.

Objectives and competences:

- Comprehending and understanding processes, process-based organizations and the ability to manage continuous improvements.
- Use and develop methods and techniques for efficient and effective process management and continuous improvement of quality of work, products, and services.
- The ability to manage organizational change within an organization in response to changes in the environment.
- Ability to establish and maintain partnerships with all stakeholders (consumers, employees, owners, social environment).
- Ability to lead departments and / or groups, organizing active and independent tasks, and training employees.
- 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.
- Ability to identify, control, and the continuous improvement of processes in an organization and its links to a comprehensive system of processes.
- Internalisation of decisive important directives towards the expectations of consumers and management of fundamental concepts and methods of marketing.
- 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 sodobne organizacije. – Pozna in razume vlogo in pomen kakovosti proizvodov in storitev v poslovnih odnosih. – Razume interakcijsko delovanje dejavnikov, ki vplivajo na uspešnost in učinkovitost obvladovanja procesov v organizaciji. – Pozna in uporablja sodobne pristope, modele in orodja za doseganje in nenehno izboljševanje kakovosti procesno zasnovane organizacije. – Uporablja osnovno znanje in veščine s področja menedžmenta procesov. – Reflektira in kritično ovrednoti različne izkušnje s področja menedžmenta procesov in procesno zasnovane organizacije. – Aktivno in kritično spremlja in reflektira aktualno dogajanje na področju menedžmenta procesov in procesno zasnovane organizacije. – V povezavi z drugimi predmeti pozna, razume in reflektira kompleksnost strokovnih in družbenih nalog zaposlenih pri obvladovanju procesov in procesno zasnovane organizacije. – Pozna in razume umeščenost menedžmenta procesov in procesno zasnovane organizacije 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 understands the meaning and complexity of process approaches in the management of contemporary organizations. – Know and understand the role and meaning of quality products and services in business relationships. – Understand the interaction among factors that influence the successfulness and efficiency of management processes in organizations. – Know and uses contemporary approaches, models, and tools in achieving continuous improvement of quality- and process-based organizations. – Uses basic knowledge and skills from the area of management processes. – Reflects and critically evaluates various experiences with the field of management processes and process-based organizations. – Actively and critically monitors current developments from the field of management processes and process-based organizations. – In connection with other courses, know, understands, and reflects the complexity of professional and social tasks of employees in the management of processes and process-based organizations. – Know and understand the position of management processes and process-based organizations within the wider social, cultural, and value-laden context as well as with reflection of these contexts create an intellectually active relationship to the world.

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 (%)	Assessment:
Način (pisni izpit, ustno izpraševanje, naloge, projekt)		Type (examination, oral, coursework, project)
– Krajši pisni izdelki / esejska seminarska naloga.	30%	– Short written tasks / essays of seminar papers.
– Javni nastop ali predstavitev	20%	– Public speaking or presentation
– 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 : pogoji za odličnost poslovanja*. Koper: Fakulteta za management, 2004. 310 str., ilustr. ISBN 961-6486-43-8. [COBISS.SI-ID [215137280](#)]