

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet:	Sistemi vodenja
Course title:	Management systems

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	3.	5.
Quality Management Undergraduate (First)	The program has no study fields	3	5

Vrsta predmeta / Course type: Izbirni Elective

Univerzitetna koda predmeta / University course code: 011021-02

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	-	45	-	-	105	6

Nosilec predmeta / Lecturer: mag. Božidar Huč Božidar Huč, MSc

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 3. letnik študija.
- Študent/študentka mora pred pristopom k izpitu pripraviti in zagovarjati empirično seminarsko nalogo.

Prerequisites:

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

Vsebina:

1. Obvladovanje sprememb in prilagajanje organizacije.
2. Sistemi vodenja organizacij.
3. Sistem vodenja kakovosti in Sistem vodenja kakovosti po zahtevah standarda ISO 9001.
4. Sistem ravnanja z okoljem in Sistem ravnanja z okoljem po zahtevah standarda ISO 14001.
5. Sistem vodenja varnosti in zdravja pri delu in Sistem vodenja varnosti in zdravja pri delu po zahtevah standarda OHSAS 18001.
6. Sistem obvladovanja družbene odgovornosti organizacije in Sistem obvladovanja družbene odgovornosti po zahtevah standarda ISO 26000.
7. Sistem vodenja varovanja informacij in Sistem vodenja varovanja informacij po zahtevah standarda ISO/IEC 27001.
8. Sistem zagotavljanja varnih živil. Sistem

Content (Syllabus outline):

1. Managing change and adaptation of the organization.
2. Management systems of organization.
3. Quality management systems and Quality management systems according to ISO 9001 standards.
4. Environmental management systems and Environmental managements systems according to ISO 14001 standards.
5. Safety management system and occupational health and Safety management system and occupational health according to OHSAS 18001 standards.
6. Socially responsibility management system and socially responsible management systems according to ISO 26000 standards.
7. Information security management system and

zagotavljanja varnih živil na osnovi sistema HACCP in ISO 22000.

9. Panožni standardi. Vzpostavitev sistema, poslovnik, presoja, certificiranje in primeri dobrih praks.
10. Integracija sistemov vodenja.
11. Nenehno izboljševanje kakovosti sistema vodenja. Certificiranje integriranega sistema vodenja.
12. Primeri dobrih praks.

Information security management system according to ISO/IEC 27001.

8. System for food safety. System for food safety according to HACCP and ISO 22000.
9. Branch standards. System establishment, procedures, assessment, certification and examples of good practice.
10. Integration of management systems.
11. Continuous improvement of quality management systems. Integrated management system certification.
12. Examples of good practices.

Temeljna literatura in viri / Readings

Obvezna literature / Required reading(s):

- Marolt, J., & Gomišček, B. (2005). *Management kakovosti*. Kranj: Moderna organizacija.
- Seržin, M. (2010). *Sistemi vodenja – zakaj in kako integrirati*. Ljubljana: Slovenski institut za kakovost in meroslovje.
- BSI: PAS 99:2006, Specification of common management system requirements as a framework for integration, BSI.
- Standardi: ISO 9001, ISO 14001, ISO 26000, ISO/IEC 27001, OHSAS 18001, ISO 22000.

Dodatna – dopolnilna / Recommended reading(s):

- ISO Guide 72:2001, Guidelines for the justification and development of management system standards
- Juran, J. M., & Godfrey, A. B. (2000). *Juran's Quality Handbook* (5. izd.). Singapore: McGraw-Hill International Edition.
- Huč, B., & Morosini-Berus, E. (2005). *Integriran sistem vodenja*. Inovativnost in spremembe - temelj dolgotrajnega uspeha: zbornik referatov (str. 50–52). Bernardin: 14. letna konferenca Slovenskega združenja za kakovost.
- Crosby, P. B. (1989). *Kakovost je zastoj: Umetnost zagotavljanja kakovosti*. Ljubljana: Gospodarski vestnik.
- Ishikawa, K. (1987). *Kako celovito obvladovati kakovost: japonska pot*. Ljubljana: TZS.
- Tič, D. (2004). Integracija sistema vodenja organizacij v Sloveniji. *Kakovost*, 2, 19–22.
- 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.
- *Quality progress*, American Society for Quality, Milwaukee.
- 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.

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

Objectives and competences:

- Comprehending and understanding processes, process-based organizations and the ability to manage continuous improvements.
- Ability to analyse, 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.

<p>različnih predmetov.</p> <ul style="list-style-type: none"> – 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 nenehna izboljševanja procesov v organizaciji ter njihove povezave v celovit sistem procesov. – 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. 	<ul style="list-style-type: none"> – 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 spiralling 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 improvement of processes in an organization and its links to a comprehensive system of processes. – 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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<p>Predvideni študijski rezultati:</p> <p>Študent/študentka:</p> <ul style="list-style-type: none"> – Pozna in razume pomen in večplastnost procesnega pristopa pri obvladovanju kakovosti poslovanja s poudarkom na sisteme vodenja. – Pozna in razume vlogo in pomen sistemov vodenja v poslovnih odnosih. – Razume interakcijsko delovanje dejavnikov, ki vplivajo na uspešnost in učinkovitost obvladovanja sistemov vodenja. – 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 sistemov vodenja. – Aktivno in kritično spremlja in reflektira aktualno dogajanje na področju sistemov vodenja. – V povezavi z drugimi predmeti pozna, razume in reflektira kompleksnost strokovnih in družbenih nalog zaposlenih pri obvladovanju sistemov vodenja. – Pozna in razume umeščenost menedžmenta kakovosti in poslovne odličnosti s poudarkom na sisteme vodenja v širše družbene, kulturne in vrednotne kontekste ter z refleksijo teh kontekstov oblikuje intelektualno aktiven odnos do sveta. 	<p>Intended learning outcomes:</p> <p>The student will:</p> <ul style="list-style-type: none"> – Know and understand the multi-layered nature of the process approach in managing business quality with an emphasis on quality management. – Know and understand the role and meaning of business management in business relations. – Understand the interaction among factors that influence the success and effectiveness of management systems. – Know and use contemporary approaches, models, and tools in achieving and continuously improving quality products, processes, and systems. – Use basic knowledge and skills from the field of quality management and business excellence. – Reflect and critically assess different experiences from the field of management systems. – Actively and critically follow and reflect on current events from the field of management systems. – In connection with other courses, know, understand and reflect on the complexity of professional and social tasks of employees in managing systems. – Know and understand how quality management and business excellence with an emphasis on management system 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"> – 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). 	<p>Learning and teaching methods:</p> <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). – Facilitating independent study and research (motivating, directing, self-examination, self-regulation, reflection, and self-assessment).
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Načini ocenjevanja:**Delež / Weight (%)****Assessment:**

Način (pisni izpit, ustno izpraševanje, naloge, projekt)	Delež / Weight (%)	Assessment: <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"> – HUČ, Božidar, MOROSINI-BERUS, Evridika. Integriran sistem vodenja. V: ŽARGI, Darinka (ur.), DOLINŠEK, Slavko (ur.), LEKIČ, Zoran (ur.), KIAUTA, Marko (ur.), MALOVRH, Nada (ur.). Slovensko združenje za kakovost, 14. letna konferenca, Bernardin, 10. in 11. novembra 2005. Inovativnost in spremembe - temelj dolgotrajnega uspeha : zbornik referatov, (Kakovost, 2005). Ljubljana: Slovensko združenje za kakovost, 2005, str. 50-52. [COBISS.SI-ID 1837169] – HUČ, Božidar, KUKMAN, Marjan. Vpliv certificiranja dobaviteljev na kakovost dobav vhodnih materialov organizaciji. V: ŽARGI, Darinka (ur.), DOLINŠEK, Slavko (ur.), LEKIČ, Zoran (ur.), KIAUTA, Marko (ur.), MALOVRH, Nada (ur.). Slovensko združenje za kakovost, 13. letna konferenca, Bernardin, 4. in 5. novembra 2004. Kakovost - različni pristopi, skupen cilj : zbornik referatov. Ljubljana: Slovensko združenje za kakovost, 2004, str. 137-139. [COBISS.SI-ID 1618033] – HUČ, Božidar. Večparametrski model ugotavljanja odličnosti dobavitelja: magistrsko delo. Kranj: [B. Huč], 2003. 144 f., graf. prikazi. [COBISS.SI-ID 3660819]
