

Predmet:	Presoja poslovanja
Course title:	Management audit

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:	Modulski	Module
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Univerzitetna koda predmeta / University course code:	011025-02
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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:	mag. Božidar Huč, predavatelj	Božidar Huč, MSc Lecturer
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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 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. Presoja poslovanja.
2. Uspešnost, učinkovitost in kakovost organizacije.
3. Presojanje, revidiranje, samoocenjevanje, samoevalviranje. Presoja sistema. Presoja procesa. Presoja proizvoda.
4. Presoja sistema kot proces. Smernice za izvajanje presoj po standardu ISO 19001.
5. Vrste presoj sistema.
6. Notranja presoja sistema vodenja.
7. Presoja dobaviteljev.
8. Presoja procesov
9. Presoja proizvodov.
10. Posebnosti presoj posameznih sistemov vodenja (ISO 9001, ISO 14001, BS OHSAS 18001, ISO 26000, ISO/IEC 27001, HACCP ...).
11. Ostali pristopi ocenjevan: revizija poslovanja, benchmarking, SWOT analiza, EFQM model 2010,

Content (Syllabus outline):

1. Management audit.
2. Effectiveness, efficiency and quality of the organization.
3. Assessing, auditing, self-assessment, self-evaluation System assessment. Process assessment. Product assessment.
4. Assessment of system as a process. Guidelines for conducting audits in accordance to ISO 19001 standard.
5. Types of system assessments.
6. Internal audit of management system.
7. Assessment of suppliers.
8. Assessment of processes.
9. Assessment of products.
10. Special features of individual assessments of management systems (ISO 9001, ISO 14001, BS OHSAS 18001, ISO 26000, ISO/IEC 27001, HACCP

sistemi vodenja in standardi, presoje kupcev, presoje regulatornih organov, certifikacijske presoje, strateška merila poslovanja, sistem meril v organizaciji, sistem uravnoteženih kazalnikov, stroški kakovosti, ocenjevanje analitikov in bonitetnih hiš, TOP 101, inovativnost ...

12. Primeri dobrih praks na področju presoj poslovanja.

...).

11. Other approached of assessment: audits, benchmarking, SWOT analysis, EFQM model 2010, management systems and standards, customer assessment, assessment of regulatory bodies, certification audits, strategic business criteria, system criteria in the organization, balanced scorecards, cost of quality, assessing analysts and rating agencies, TOP 101, innovation...

12. Examples of good practices in the field of management audit.

Temeljna literatura in viri / Readings

Obvezna literature / Required reading(s):

- Marolt, J., & Gomišček, B. (2005). *Management kakovosti*. Kranj: Moderna organizacija
- Savič, N., Kern Pipan, K., & Gunčar, U. (2007): *Poslovati odlično z uporabo Modela odličnosti EFQM*. Ljubljana: Javna Agencija RS za podjetništvo in tuje investicije.
- Zakon o revidiranju (ZRev-2) Ur.l. RS, št. 65/2008.

Dodatna – dopolnilna / Recommended reading(s):

- Standardi: ISO 9001, ISO 19001, ISO 14001, ISO 26000, ISO/IEC 27001, OHSAS 18001 ...
- Kaplan, R., & Norton, D. (2000). *Uravnotežen sistem kazalnikov – The Balanced Scorecard*. Ljubljana: GV.
- Trebar, A., Brun, D., & Hribar, T. (1993). *Audit – Presoja sistema kakovosti: glede na zahteve ISO 9000*. Ljubljana: Ediling.
- Juran, J. M., & Godfrey, A. B. (2000). *Juran's Quality Handbook* (5. izd.). Singapore: McGraw-Hill International Edition.
- EFQM model odličnosti 2010
- 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: Objectives and competences:

- 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

- 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.
- Internalisation of building blocks within contemporary organization theory that is based on an organization as a target-oriented relationship among individuals and

<p>razmerij med ljudmi.</p> <ul style="list-style-type: none"> – Poznavanje in razumevanje 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 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. 	<p>people.</p> <ul style="list-style-type: none"> – 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 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 presoji poslovanja. – Pozna in razume vlogo in pomen presoje poslovanja v poslovnih odnosih. – Razume interakcijsko delovanje dejavnikov, ki vplivajo na uspešnost in učinkovitost obvladovanja presoje poslovanja. – 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 presoje poslovanja. – Aktivno in kritično spremlja in reflektira aktualno dogajanje na področju presoje poslovanja. – V povezavi z drugimi predmeti pozna, razume in reflektira kompleksnost strokovnih in družbenih nalog zaposlenih pri obvladovanju presoje poslovanja. – Pozna in razume umeščenost menedžmenta kakovosti in poslovne odličnosti s poudarkom na presoje poslovanja 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 process approach in quality management with an emphasis on management audit. – Know and understand the role of management audit in business relations. – Understand the interaction among factors that influence the success and effectiveness of management audits. – Knows and uses contemporary approaches, models, and tools to achieve continuous improvement in quality products, processes, and systems. – Use basic knowledge and skills from the field of quality management and business excellence. – Reflect and critically evaluate various experiences from the field of management audit. – Actively and critically monitor and reflect on current developments in the field of management audits. – In connection with other courses, know, understand and reflect on the complexity of professional and social tasks of employees in management audits. – Know and understand how quality management and business excellence with an emphasis on management audits 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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<p>Metode poučevanja in učenja:</p>	<p>Learning and teaching methods:</p>
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<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).
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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:

<ul style="list-style-type: none"> – HUČ, Božidar. Prepoznavanje odličnih dobaviteljev. V: ŽARGI, Darinka (ur.), DOLINŠEK, Slavko (ur.), LEKIČ, Zoran (ur.), KIAUTA, Marko (ur.), MALOVRH, Nada (ur.). Slovensko združenje za kakovost, 12. letna konferenca, Bernardin, 5. in 6. novembra 2003. S kompetentnostjo do osebne kakovosti : zbornik referatov. Ljubljana: Slovensko združenje za kakovost, 2003, str. 98-99. [COBISS.SI-ID 512161655] – HUČ, Božidar. Upravljanje s cilji izboljšav. V: 8. dan kakovosti in inovativnosti Dolenjske in Bele krajine : [Otočec, 16.] november 2005. Novo mesto: Gospodarska zbornica Slovenije, Območna zbornica Novo mesto, 2005, [4] f. [COBISS.SI-ID 1837937] – HUČ, Božidar. Obvladovanje stroškov kakovosti : predavanje na odboru za kakovost pri GZS Območni zbornici Novo mesto. Otočec, 2.4.2003. [COBISS.SI-ID 1306993] – HUČ, Božidar. Vpliv sistemov odnosov kakovosti na poslovne rezultate : predavanje na posvetu notranjih presojevalcev in pooblaščenih oseb za kakovost. Novo mesto, 12. november 2002. [COBISS.SI-ID 1306481] – HUČ, Božidar. Kako obdržati in povečati zavzetost za izvajanje notrnjih presoj? : predavanje na posvetu notranjih presojevalcev. Preddvor, 29.9.1999. [COBISS.SI-ID 1306737]
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