

**UČNI NAČRT PREDMETA / COURSE SYLLABUS**

**Predmet:** Vodenje organizacij in procesov  
**Course title:** Organisation and Process Management

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester Semester
Informatika v sodobni družbi, visokošolski strokovni in univerzitetni študijski program prve stopnje	-	Drugi ali tretji	Četrta ali šesta
Informatics in Contemporary Society, first cycle Professional Study Programme and Academic Study programme	-	Second or third	Fourth or sixth

**Vrsta predmeta / Course type**

Izbirni / Elective

**Univerzitetna koda predmeta / University course code:**

1-ISD-VS,UN-VOP-2016-10-01

Predavanja Lectures	Seminar Seminar	Vaje Tutorial	Klinične vaje work	Druge oblike študija	Samost. delo Individ. work	ECTS
30	-	45	-	-	105	6

**Nosilec predmeta / Lecturer:****Jeziki /****Languages:****Predavanja /****Lectures:**

Slovenski, angleški / Slovene, English

**Vaje / Tutorial:**

Slovenski, angleški / Slovene, English

**Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:**

Pogoj za vključitev v delo je vpis v 3. letnik študija.

Študent/študentka mora pred pristopom k izpitu pripraviti in zagovarjati empirično seminarsko nalogo.

**Prerequisites:**

Condition for participation is enrolment into 3<sup>rd</sup> year of study.

The student is obliged to prepare and defend his/her seminar paper before the admission to the examination.

### Vsebina:

- *Organizacija in procesi.* Klasičen pogled na organizacijo in procese. Procesen pogled na organizacijo. Demingov krog (PDCA) in organizacijska uspešnost. Menedžment organizacij in procesov.
- *Menedžment.* Pojem. Okolje menedžmenta. Načrtovanje in odločanje. Organiziranje. Vodenje in vedenje. Kontroliranje.
- *Odličnost menedžmenta.* Pojem. Paradigma menedžmenta odličnosti. Osebna odličnost kot predpogoj. Odličnost načrtovanja in odločanja. Odličnost organiziranja. Odličnost vodenja in vedenja. Odličnost kontroliranja.
- *Sodobna paradigma vodenja organizacije in procesov.* Zgodovinski pogled na vidik vsebine in stila vodenja. Sodobne organizacijske teorije in vodenje. Gradniki odličnosti vodenja.
- *Usmerjenost v rezultate.* Doseganje rezultatov v zadovoljstvu vseh udeleženih strani. Prilagodljivost in odzivnost v spreminjajočem se okolju. Merjenje in predvidevanje potreb in pričakovanj vseh udeleženih strani. Cilji, politike, strategije in načrti. Merjenje, analiziranje in izboljševanje usmerjenosti v rezultate.
- *Osredotočenost na kupca.* Ustvarjanje trajne vrednosti za kupce. Poznavanje in razumevanje kupcev. Zvestoba kupcev. Konkurenčne prednosti. Predvidevanje potreb in pričakovanj kupcev. Gradnja in vzdrževanje odnosov s kupci. Merjenje, analiziranje in izboljševanje osredotočenosti na kupce.
- *Voditeljstvo in stanovitnost namena.* Jasnost usmeritev in njihovega sporočanja. Vodenje z zgledom in animiranje za odličnost. Vrednote, etika, kultura in organizacijska struktura. Stanovitnost namena, zaupanje in zavzetost. Nenehno prilagajanje okolju. Merjenje, analiziranje in izboljševanje

### Content (Syllabus outline):

- *Organization and processes.* Classical and process based view. Deming circle (PDCA) and organizational success. Organization and process management.
- *Management.* Concept and context. Planning and decision making. Organization. Leadership and behavior. Controlling.
- *Management excellence.* Concept. Excellence management paradigm. Personal excellence as a condition. Planning and decision making excellence. Organization excellence. Leadership and behavior excellence. Controlling excellence.
- *Modern paradigm of organization and process leadership.* Historical view on the leadership content and style. Modern organizational theories and leadership. Leadership excellence widgets.
- *Focus on the results.* Achieving results in the satisfaction of all parties. Flexibility and responsiveness in a changing environment. Measuring and anticipating the needs and expectations of all parties. The objectives, policies, strategies and plans. Measurement, analysis and improvement of results orientation.
- *Focus on the customer.* Creating lasting value for customers. Knowledge and understanding of customers. Consumer loyalty. Measurement, analysis and improvement of customer focus.
- *Leadership and constancy of purpose.* Clarity of directions and the communication. Leading by example and animation for the excellence. Values, ethics, culture and organizational structure. Constancy of purpose, confidence and commitment. Constant adaptation to the environment. Measurement, analysis and improvement of leadership and constancy of purpose.

- voditeljstva in stanovitnosti namena.
- *Menedžment na podlagi procesov in dejstev.* Soodvisnost in povezanost sistemov, procesov in dejstev. Procesni pristop za sistematično doseganje ciljev. Proces odločanja in zanesljivost informacij. Obvladovanje tveganj. Preventivno delovanje in visoka stopnja zaupanja udeleženih strani. Merjenje, analiziranje in izboljševanje menedžmenta na podlagi procesov in dejstev.
  - *Razvoj in vključevanje zaposlenih.* Prepoznavanje potrebnih kompetenc. Pospeševanje in podpora osebnega razvoja. Sproščanje ustvarjalnih zmogljivosti vsakega in vseh zaposlenih. Razširjanje vrednot, kulture zaupanja in pooblaščenja. Osebna odličnost kot pogoj za odličnost sistema. Merjenje, analiziranje in izboljševanje razvoja in vključevanja zaposlenih.
  - *Stalno učenje, inoviranje in izboljševanje.* Kritično preverjanje obstoječega stanja in uvajanje sprememb. Kultura nenehnega izboljševanja. Nenehno učenje kot podlaga, da postanemo boljši. Podpiranje inoviranja in izboljševanja s konkurenčnimi primerjavami. Strateško načrtovanje nenehnega izboljševanja. Organizacijsko učenje in intelektualna lastnina. Merjenje, analiziranje in izboljševanje stalnega učenje, inoviranja in izboljševanja.
  - *Razvijanje partnerstva.* Razvijanje in vzdrževanje partnerstev, ki dodajajo vrednost za udeležene strani. Partnerstva in vzajemne skupne koristi ob zaupanju, spoštovanju in odprtosti. Merjenje, analiziranje in izboljševanje razvijanja partnerstva.
  - *Družbena odgovornost.* Odzivanje na pričakovanja svojih udeleženih strani in družbe. Sprejemanje etičnega pristopa. Družbena odgovornost in vrednote organizacije. Preseganje zahtev predpisov in zakonov. Okoljsko vzdržno poslovanje. Merjenje, analiziranje in izboljševanje družbene odgovornosti.
  - *Z modelom poslovne odličnosti EFQM*

- *Management by processes and facts.* Interdependence and integration of systems, processes and facts. Process approach to systematically achieve the objectives. Decision-making process and the reliability of the information. Risk management. Preventive action and a high degree of confidence of the parties involved. Measurement, analysis and improvement of management on the basis of the processes and facts.
- *Development and integration of employees.* Identifying the required competencies. Promoting and supporting personal development. The release of the creative capacity of each and all employees. The dissemination of values, a culture of trust and empowerment. Personal excellence as a condition for excellence of the system. Measurement, analysis and improvement of development and the involvement of employees.
- *Continuous learning, innovation and improvement.* Critical examination of the existing situation and the implementation of changes. Culture of continuous improvement. Continuous learning as a basis for improvement. Supporting innovation and improving with the competitive comparisons. Strategic planning of continuous improvement. Organizational learning and intellectual property. Measurement, analysis and improvement of continuous learning, innovation and improvement.
- *Partnership development.* Developing and maintaining partnerships that create added value for the stakeholders. Partnerships and joint mutual benefits of trust, respect and openness. Measurement, analysis and improvement of the partnership development.
- *Social Responsibility.* Responding to

do odličnosti vodenja organizacije in procesov. Voditeljstvo. Zaposleni. Politika in strategija. Partnerstvo in viri. Procesi. Rezultati v zvezi z odjemalci, zaposlenimi in družbo. Ključni rezultati delovanja. RADAR matrika. Ocenjevanje in samoocenjevanje.

the expectations of the stakeholders and society. Adopting an ethical approach. Social responsibility and values of the organization.

Exceeding the requirements of regulations and laws. Sustainable business. Measurement, analysis and improvement of the social responsibility.

- *With the model of business excellence EFQM, to the management organization and processes excellence.* Leadership. Employees. Policy and Strategy. Partnership and resources. Processes. The results relating to customers, employees and society. Key performance results. RADAR matrix. Evaluation and self-evaluation.

#### **Temeljni literatura in viri / Readings:**

- Ali, M. et al. (2001). *Managing For Excellence*. London :DK Publishing.
- Marolt, J., Gomišček, B. (2005). *Management kakovosti*. Kranj : Moderna organizacija.
- Možina et al. (2002). *Management: nova znanja za uspeh*. Radovljica : Didakta.
- Ovsenik, M., Ambrož, M. (2000). *Ustvarjalno vodenje poslovnih procesov*. Portorož : Visoka šola za turizem.

#### **Cilji in kompetence:**

*Učna enota prispeva k razvoju naslednjih splošnih in predmetnospecifičnih kompetenc:*

*Splošne kompetence:*

- zmožnost vzpostavljanja in vzdrževanja kooperativnih odnosov za delo v skupini in z drugimi uporabniki in skupinami (lokalna skupnost, organizacije javne uprave, gospodarstvo, nevladne organizacije) ter zmožnost strpnega dialoga
- poznavanje pomena kakovosti in prizadevanje za kakovost strokovnega dela skozi avtonomnost, (samo)kritičnost, (samo)refleksivnost in (samo)evalviranje v strokovnem delu

#### **Objectives and competences:**

*The instructional unit contributes to the development of the following general and subject-specific competences:*

*General competences:*

- competence for establishment and maintenance of cooperative relations for group work and work with other users and groups (local community, public organisations, economy, NGOs) and the ability for common dialogue
- knowledge of the meaning of quality and striving to achieve quality of professional work through autonomy, (self) criticism, (self) reflexivity and (self) evaluation in professional work
- development of critical and self – critical judgement

- razvoj kritične in samokritične presoje

*Predmetnospecifične kompetence:*

- razvoj veščin in spretnosti pri uporabi znanja na področju družbenih ved s pomočjo reševanja teoretičnih ali empiričnih problemov
- organizacijske in vodstvene spretnosti v organizacijah, ob razumevanju individualnih vrednot in skupinskih vrednotnih sistemov, z obvladovanjem profesionalno – etičnih vprašanj
- organizacijske in vodstvene spretnosti za organiziranje aktivnega in samostojnega dela
- komuniciranje s strokovnjaki iz različnih področij gospodarskega in družbenega življenja ter z različnimi interesnimi skupinami
- razumevanje odnosov med posamezniki, organizacijami in družbenim okoljem, zmožnost za kompleksno sistemsko gledanje in delovanje

*Subject-specific competences:*

- development of abilities and skills for the use of knowledge in the field of social sciences with the aid of solving theoretic or empirical problems
- organisational and leadership skills at institutions, while understanding individual values and group value systems for the management of professional – ethical questions
- organisational and leadership skills for the organisation of active and independent work
- communication with experts from various fields of economic and social life and with various interest groups
- understanding of relations between individuals, institutions and the social environment, the ability to perceive and function at a complex, systemic level

**Predvideni študijski rezultati:**

Znanje in razumevanje:

*Študent/študentka:*

- pozna in razume pomen in večplastnost procesnega pristopa pri vodenju organizacije
- pozna in razume vlogo in pomen vodenja organizacije in procesov v poslovnih odnosih
- razume interakcijsko delovanje dejavnikov, ki vplivajo na uspešnost in učinkovitost vodenja organizacije in procesov
- pozna in uporablja sodobne pristope, modele in orodja za doseganje in nenehno izboljševanje vodenja organizacije in procesov
- uporablja osnovno znanje in veščine s področja vodenja organizacije in

**Intended learning outcomes:**

Knowledge and understanding:

*Student:*

- knows and understands the importance and complexity of the process approach in the management of the organization
- knows and understand the role and importance of organization and processes leadership in the business relations
- understands the interaction functioning of the of factors that influence the effectiveness and efficiency of organization and processes leadership
- knows and is able to apply contemporary approaches, models and tools for the achievement and continuous improvement of

procesov

- reflektira in kritično ovrednoti različne izkušnje s področja vodenja organizacije in procesov
- aktivno in kritično spremlja in reflektira aktualno dogajanje na področju vodenja organizacije in procesov
- v povezavi z drugimi predmeti pozna, razume in reflektira kompleksnost strokovnih in družbenih nalog zaposlenih pri vodenju organizacije in procesov
- pozna in razume umeščenost vodenja organizacije in procesov v širše družbene, kulturne in vrednotne kontekste ter z refleksijo teh kontekstov oblikuje intelektualno aktiven odnos do sveta

management organization and processes

- knows how to apply basic knowledge and skills in the management of the organization and processes
- reflects and critically evaluates different experiences in the field of management organization and processes
- actively and critically follows and reflects current developments in the field of management organization and processes
- in relation to other objects knows, understands and reflects the complexity of professional and social duties of employees in the management of the organization and processes
- knows and understands the placement of management organization and processes in the wider social, cultural and value context and the reflection of these contexts develop intellectually active relationship to the world

#### **Metode poučevanja in učenja:**

- *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)

#### **Learning and teaching methods:**

- *lectures* with active students' involvement (explanation, discussion, questions, examples, problem solving)
- *seminar practice* (reflection on the acquired knowledge, project work, team work, critical thinking methods, discussions, feedback messaging, social games, excursion)
- individual and group *consultations* (discussion, additional explanation, dealing with specific questions)
- animation of self-study and research (motivation, guidance, self-observation, self-regulation, reflection, self-assessment)

<b>Načini ocenjevanja:</b>	Delež (v %) / Weight (in %)	<b>Assessment:</b>
Način (pisni izpit, ustno izpraševanje, naloge, projekt): <ul style="list-style-type: none"> <li>• pisni/ustni izpit</li> <li>• empirična seminarska naloga s poročili seminarskega dela ter predstavitev naloge</li> </ul>	60 40	Type (examination, oral, coursework, project): <ul style="list-style-type: none"> <li>• written/oral exam</li> <li>• empirical student assignment with the reports from experimental exercises together with the presentation of the assignment</li> </ul>