

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet:	Menedžment kakovosti in poslovne odličnosti
Course title:	Quality Management and Business Excellence Management

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester Semester
Mediji in novinarstvo / Media and Journalism	Program nima smeri / Program has a single course	-	-
Prva stopnja/ First level			

Vrsta predmeta / Course type izbirni / optional

Univerzitetna koda predmeta / University course code: VISIZB7

Predavanja Lectures	Seminar Seminar	Vaje Tutorial	Klinične vaje work	Druge oblike študija / Other forms of Study	Samost. delo Individ. work	ECTS
20		30	0		130	6

Nosilec predmeta / Lecturer: Izr. prof. dr. Boris Bukovec / Boris Bukovec, Ph.D., Associate Professor

Jeziki / Languages:	Predavanja / Lectures: Slovenščina, angleščina / Slovene, English
	Vaje / Tutorial: Slovenščina, angleščina / Slovene, English

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

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Prerequisites:

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Vsebina:

• Spremembe kot problem in priložnost. Spremembe v okolju in odziv organizacije. Transformacijske in transakcijske spremembe. Paradigme, pristopi in modeli obvladovanja sprememb;

• Celovita kakovost kot poslovna filozofija stalnega napredka. Kakovost in njeni sinonimi. Zgodovinski pogled na razvoj in razsežnost kakovosti. Vodenje celovite kakovosti kot inovacija 20. Stoletja;

• Odličnost kot kakovost. Odličnost kot najvišja stopnja kakovosti. Od kakovosti do odličnosti po poti organizacijskega razvoja. Prelitje vodenja sistema kakovosti v kakovost sistema vodenja;

• Od menedžmenta kakovosti do kakovosti menedžmenta. Kakovost proizvodov in storitev. Kakovost procesov. Osebna kakovost. Skupinska

Content (Syllabus outline):

• Changes as a problem and an opportunity. Changes in the environment and response organizations. Transformational and transactional changes. Paradigms, approaches and models of change management;

• Total Quality as a business philosophy of constant improvement. Quality and its synonyms. Historical overview of the development dimension and quality. Total quality management and innovation of the 20th century;

• Excellence-as quality. Excellence as the highest level of quality. From quality to excellence on the path of organizational development. Spillovers of management quality system quality management system;

• From quality management to management

kakovost. Kakovost sistema. Kakovost menedžmenta.

- Ekonomski aspekt kakovosti. Stroški kakovosti. Zmanjševanje in obvladovanje stroškov kakovosti je priložnost za povečevanje dohodka.
- Gradniki celovite kakovosti in poslovne odličnosti. Osredotočenje na kupca. Razvijanje partnerstva. Razvoj in vključevanje zaposlenih. Upravljanje procesov s ciljnim vodenjem. Nenehno izboljševanje in inovacije. Skladnost stila vodenja s poslanstvom organizacije. Javna odgovornost. Usmerjenost k rezultatom.
- Modeli izboljševanja kakovosti in poslovne odličnosti. Model poslovne odličnosti EFQM - CAF. Model 20 ključev. Model uravnoteženih kazalnikov (BSC-Balanced Scorecard). Six Sigma. Preurejanje poslovnih procesov (BPR-Business Process Reengineering).
- Standardi izboljševanja kakovosti in poslovne odličnosti. Sistem vodenja kakovosti - ISO 9001. Sistem ravnanja z okoljem - ISO 14001. Sistem poklicnega zdravja in varnosti - OHSAS 18000. Sistem družbene odgovornosti-SA 8000.
- Metode izboljševanja kakovosti in poslovne odličnosti. Razvoj funkcije kakovosti (QFD). Analiza možnih napak, njihovih učinkov in kritičnosti (FMECA - AMDEC). Funkcijska analiza vrednosti (FAV). Metode reševanje problemov v skupini (MRPG, 8D). Presoje sistema. Presoje procesa. Samoocenjevanje.
- Strukturiranje funkcije kakovosti v organizaciji.

quality. Quality products and services. Quality processes. Personal quality. Group quality. Quality system. Quality management;

- The economic aspect of quality. Quality costs. Reducing management costs and quality is an opportunity to increase income;
- Elements of the overall quality and business excellence. Customer focus. Developing partnerships;
- Development and employee involvement. Management processes with management by objectives. Continuous improvement and innovation. Compliance management style with the mission of the organization. Public responsibility. Results orientation. Models of quality improvement and business excellence;
- EFQM business excellence model - CAF. Model 20 keys. Model Balanced Scorecard (BSC-Balanced Scorecard). Six Sigma. Business process reengineering (BPR-Business Process Reengineering);
- Standards of quality improvement and business excellence. Quality Management System - ISO 9001. Environmental Management System - ISO 14001. Occupational health and safety - OHSAS 18000. The system of social responsibility-SA 8000th Methods of quality improvement and business excellence. The development features quality (QFD). Analysis of potential errors, their effects and criticality (FMECA - AMDEC). Functional analysis of the value (FAV);
- Methods of solving problems in a group (MRPG, 8D). Assessment system. Assessment process. Self-assessment;
- Structuring the quality function within the organization.

Temeljni literatura in viri / Readings:

- Bukovec, B. (v pripravi): Menedžment kakovosti in poslovne odličnosti. Novo mesto: Visoka šola za upravljanje in poslovanje Novo mesto.
- Marolt, J., B. Gomišček (2005): Management kakovosti. Kranj: Moderna organizacija.
- Ali, M. et. al. (2001): Managing For Excellence. Lodon: DK Publishing.
- Pivka, M. (2000): Management kakovosti. Maribor: Ekonomsko poslovna fakulteta.
- Jacou, P., L. Frederic (1995): V vrtincu sprememb-drugačno vodenje: celovito obvladovanje kakovosti. Ljubljana: Gospodarski vestnik.

Cilji in kompetence:

- Sposobnost fleksibilne uporabe znanja v praksi;
- poznavanje koncepta kakovosti in prizadevanje za kakovost strokovnega dela skozi avtonomnost, (samo)kritičnost, (samo)refleksivnost in (samo)evalviranje v strokovnem delu;
- občutljivost za ljudi in socialno okolje
- zmožnost za prepoznavanje in izkoriščanje priložnosti, ki se ponujajo v delovnem in družbenem okolju;
- razvoj veščin in spretnosti pri uporabi znanja na področju področju medijev in medijske produkcije s pomočjo reševanja konkretnih problemov.

Objectives and competences:

- Ability to use the acquired knowledge in practice in a flexible manner;
- Familiarity with the importance of quality, striving to maintain the quality of professional work through practicing autonomous behaviour, showing initiative, as well as through (self-)criticism; (self-)reflection and (self-)evaluation;
- Sensitivity to people and social environment
- Ability to identify and exploit the opportunities offered in the working and social environment;
- developing skills in the use of knowledge on the field media production by means of solving theoretical or empirical problems.

Predvideni študijski rezultati:

Študent/študentka:

- 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 poslovne odličnosti;
- pozna in uporablja sodobne pristope, modele in orodja za doseganje in nenehno izboljševane 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

Intended learning outcomes:

A student:

- Understands the importance and complexity of the process approach to quality management and excellence in products and services;
- Understands the role and importance of quality products and services with business relationships;
- Understands Interaction between factors that affect the efficiency and effectiveness of quality management and business excellence;
- Knows and uses modern approaches, models and tools to achieve and continuous quality improvement of products, processes and systems;
- Uses the basic knowledge and skills in the field of quality management and business excellence;
- Reflects on and critically evaluates a variety of experience in the field of quality management and business excellence;
- Actively and critically monitors and reflects current developments in the field of quality management and business excellence;
- In conjunction with other objects knows, understands and reflects the complexity of professional and social duties of employees in quality management and business excellence;
- Understands the placement of quality management and business excellence in the wider social, cultural and value context and the reflection of these contexts develop intellectually active

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attitude towards 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 the active participation of students (materials, discussions, questions, examples, problem solving);
- Tutorial in conjunction with practice (reflection experience, project work, team work, critical thinking, discussion, feedback, social games, excursion);
- Individual and group consultations (interviews, additional explanation, specific questions);
- Animation of independent study and research (motivation, guidance, self-observation, self-regulation, reflection, self-assessment).

Načini ocenjevanja:

Assessment:

Način (pisni izpit, ustno izpraševanje, naloge, projekt)	Delež (v %) / Weight (in %)	Type (examination, oral, coursework, project):
<ul style="list-style-type: none">• Pisni/ustni izpit - 60% ocene.• Empirična seminarska naloga s poročili seminarskega dela ter predstavitev naloge 40%. Ocenjevalna lestvica – skladno s Pravilnikom o preverjanju in ocenjevanju znanja.		<ul style="list-style-type: none">• Written/oral examination– 60% of the grade• Empirical seminar paper including reports on the seminar work and its presentation – 40 % of the grade Grading is in accordance with the Faculty's evaluation Ordinance
Reference nosilca / Lecturer's references:		

DAMIJ, Nadja, DAMIJ, Talib. Process management : a multi-disciplinary guide to theory, modeling, and methodology, (Progress in IS). Berlin; Heidelberg: Springer, cop. 2014. XVI, 213 str., ilustr. ISBN 978-3-642-36638-3, doi: 10.1007/978-3-642-36639-0. [COBISS.SI-ID 2048186387]

DAMIJ, Nadja. Functional dependence : the key for class model development. GESTS International Transaction on Computer Science and Engineering, ISSN 1738-6438, jun. 2010, vol. 60, no. 1, str. 29-42, ilustr. [COBISS.SI-ID 1024181057]

TASEVSKA, Frosina, DAMIJ, Talib, DAMIJ, Nadja. Project planning practices based on enterprise resource planning systems in small and medium enterprises - a case study from the Republic of Macedonia. International journal of project management, ISSN 0263-7863. [Print ed.], 2014, vol. 32, iss. 3, str. 529-538, doi: 10.1016/j.ijproman.2013.08.001. [COBISS.SI-ID 21909990]

DAMIJ, Nadja. e-Learning : a myth or just another new thing on the market. London: Vega Press, 2011. 77 str. ISBN 978-0-9568625-0-1. [COBISS.SI-ID 1024262721]

Bibliografija: <http://www.sicris.si/search/rsr.aspx?lang=slv&id=31201>