

Visoka šola za upravljanje podeželja GRM Novo mesto	<b>UČNI NAČRT PREDMETA</b>	Številka: <b>OBR-002</b> Izdaja: 01
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**UČNI NAČRT PREDMETA / COURSE SYLLABUS**

<b>Predmet:</b>	CELOVITA KAKOVOST IN POSLOVNA ODLIČNOST
<b>Course title:</b>	Total quality and business excellence

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester Semester
Upravljanje podeželja, 1. stopnja	-	3.	2.
Landscape management, 1 <sup>st</sup> level	-	3.	2.

**Vrsta predmeta / Course type** Obvezni / obligatory

**Univerzitetna koda predmeta / University course code:** UP\_VS\_26

Predavanja Lectures	Seminar Seminar	Vaje Tutorial	Klinične vaje work	Druge oblike študija	Samost. delo Individ. work	ECTS
30	5	25	-	-	90	5

**Nosilec predmeta / Lecturer:** doc. dr. Franc Brcar

<b>Jeziki /</b>	<b>Predavanja / Lectures:</b>	Slovenski / Slovenian
<b>Languages:</b>	<b>Vaje / Tutorial:</b>	Slovenski / Slovenian

**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. Spremembe kot problem in priložnost.
2. Celovita kakovost kot poslovna filozofija stalnega napredka.
3. Odličnost.
4. Od menedžmenta kakovosti do kakovosti menedžmenta.
5. Ekonomski vidik kakovosti.
6. Načela celovite kakovosti in poslovne odličnosti.
7. Modeli izboljševanja kakovosti in poslovne odličnosti.
8. Metode izboljševanja kakovosti in poslovne odličnosti.
9. Standardizacija in standardi.
10. Funkcije kakovosti v organizaciji.
11. Primeri dobrih praks.

**Content (Syllabus outline):**

1. Change as an issue and opportunity.
2. Total quality as a business philosophy of continuous improvement.
3. Excellence.
4. From management quality to quality management.
5. Economic aspects of quality.
6. Principles of total quality management and business excellence.
7. Models of quality improvement and business excellence.
8. Methods of quality improvement and business excellence.
9. Standardization and standards.
10. Quality functions in organizations.
11. Examples of good practices.

**Temeljni literatura in viri / Readings:**

**Obvezna literatura / Required reading(s):**

- Marolt, J., & Gomišček, B. (2005). *Management kakovosti*. Kranj: Moderna organizacija.

**Dodatna – dopolnilna / Recommended reading(s):**

- Ali, M., Brookson, S., Bruce, A., Eaton, J., Heller, R., Johnson, R., ... Sleight, S. (2001). *Managing For Excellence*. London: Dorling Kindersley.
- Jacou, P., & Lucas, F. (1995). *V vrtincu sprememb: drugačno vodenje: celovito obvladovanje kakovosti*. Ljubljana: Gospodarski vestnik.
- Ishikawa, K. (1987). *Kako celovito obvladovati kakovost: japonska pot*. Ljubljana: TZS.

– Pivka, M. (2000). *Management kakovosti*. Maribor: Ekonomsko-poslovna fakulteta.

**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 različnih predmetov.
- 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, obvladovanja 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.

**Objectives and competences:**

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

**Predvideni študijski rezultati:**

Znanje in razumevanje:

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 in poslovne odličnosti.
- 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.

**Intended learning outcomes:**

Knowledge and understanding:

The student will:

- Know and understand the importance and complexity of process approach to quality management and excellence in products and services.
- Know and understand the role and meaning of quality products and services in business relationships.
- Understand the interaction among factors that affect the efficiency and effectiveness of managing quality and business excellence.
- Know and use contemporary approaches, models, and tools for achieving continuous quality improvement of products, processes, and systems.
- Use basic knowledge and skills from the area of quality management and business excellence.

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- 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 sveta.

- Reflect and critically analyse various experiences from the field of quality management and business excellence.
- Actively and critically monitors and reflects on current developments from the field of quality management and business excellence.
- In connection with other subjects, know, understand, and reflect complex professional and social tasks of employees in quality management and business excellence.
- Know and understands the position of management quality and business excellence within the broader social, cultural, and value-laden context as well as with reflection of these contexts develop an intellectual proactive 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 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).

#### Načini ocenjevanja:

Delež (v %) /  
Weight (in %)

#### Assessment:

Način (pisni izpit, ustno izpraševanje, naloge, projekt)		Type (examination, oral, coursework, project)
- 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:

1. BRCAR, Franc. Analiziranje IT okolja za prepoznavo revizijskih tveganj = Analysis of the IT environment to identify audit risks. V: BERGANT, Živko (ur.). *Zbornik referatov*, 5. Konferenca o analizi poslovanja, Ljubljana, 16. maj 2019, (Poslovodno računovodstvo, ISSN 1855-4032, Letn. 13, št. 2, junij 2020). Ljubljana: Inštitut za poslovno računovodstvo: Visoka šola za računovodstvo in finance. 2020, str. 64-74.
2. BRCAR, Franc. Analiza varnosti v cestnem prometu v Sloveniji leta 2018. *Revija za univerzalno odličnost : RUO*, ISSN 2232-5204, jun. 2019, letn. 8, št. 2, str. 144-152. <https://www.fos-unm.si/media/pdf/RUO/2019-8-2/BRCAR.pdf>.
3. BRCAR, Franc, COLARIČ-JAKŠE, Lea-Marija. Analiza nesreč s traktorji v zadnjih 21-ih letih = The analysis of tractor accidents in the last 21 years. *Journal of landscape governance : JLG*, ISSN 2463-9834, 2018, vol. 3, iss. 1, str. 55-62, ilustr. <https://docs.google.com/a/vsgrm.unm.si/viewer?a=v&pid=sites&srcid=dW5tLnNpfHZzZ3JtdW5tfGd4OjM2MzA0YzYzVIN2I5NmQ>.
4. BRCAR, Franc, COLARIČ-JAKŠE, Lea-Marija. Evaluation of cultural heritage in Posavje region by tourists and employees. *Izzivi prihodnosti*, ISSN 2463-9281, feb. 2017, letn. 2, št. 1, str. 1-15. [http://www.fos.unm.si/media/pdf/IP/CULTULAR\\_heritage\\_Brcar\\_Jakse\\_01.pdf](http://www.fos.unm.si/media/pdf/IP/CULTULAR_heritage_Brcar_Jakse_01.pdf).