

## UČNI NAČRT PREDMETA / COURSE SYLLABUS

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

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester Semester
Socialni menedžment (UN), prva stopnja / Social management (BSc), first level	/	2.,3.	4.,6.

**Vrsta predmeta / Course type**

Izbirni/Optional

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

Predavanja Lectures	Seminar Seminar	Vaje Tutorial	Klinične vaje work	Druge oblike študija	Samost. delo Individ. work	ECTS
20	0	40	0	0	120	6

**Nosilec predmeta / Lecturer:**

izr. prof. dr. Andrej Raspor / Associate Professor Andrej Raspor, Ph.D

**Jeziki /  
Languages:**

**Predavanja /  
Lectures:** Slovensko / Slovenian, Angleško / English  
**Vaje / Tutorial:** Slovensko / Slovenian, Angleško / English

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

Pogoj za vključitev v delo je vpis v 2. ali 3. letnik študija  
 Študent/študentka mora pred pristopom k izpitu pripraviti in zagovarjati empirično seminarsko nalogo.

**Prerequisites:**

Enrollment in the 2nd or 3rd year of study.  
 Student must, before entering the exam prepare and defend an empirical paper.

## 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 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).

## Content (Syllabus outline):

- *Change 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-like 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 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

- *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.*

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:

- Raspor, A. (2018): *Kako postaviti sistem inovacij v turizmu (How to set up a system of innovation in tourism)*. Dolga Poljana: Perfectus.
- Raspor, A. (2016): *Kako do izboljšanja kakovosti gostinske storitve (Improving quality in the hospitality industry)*. Murska Sobota: BoMa.
- Marolt, J., Gomišček, B. (2005): *Management kakovosti*. Kranj: Moderna organizacija.
- Pyzdek, T., Keller, Paul A. (2013): *The handbook for quality management: a complete guide to operational excellence*, 2nd ed. New York [etc.]: McGraw-Hill, cop.
- Sower, V. E. (2011): *Essentials of quality: with cases and experiential exercises*. Hoboken (N.J.): John Wiley & Sons, cop.

#### Cilji in kompetence:

Splošne kompetence:

- poglobljeno razumevanje odnosa med organizacijo in njenim družbenim okoljem,
- poglobljeno razumevanje odnosa med organizacijo in posameznikom,
- razvoj kritične in samokritične presoje,
- sposobnost fleksibilne uporabe znanja v praksi,
- razumevanje pomena kakovosti in prizadevanje za kakovost strokovnega dela skozi avtonomnost, (samo)kritičnost,

#### Objectives and competences:

General competence:

- in-depth understanding of the relationship between the organisation and its social environment,
- in-depth understanding of the relation between the organisation and the individual,
- development of critical and self-critical judgement,
- the ability of the flexible use of knowledge in practice,

(samo)refleksivnost in (samo)evalviranje v strokovnem delu,

- sposobnost timskega dela, tj. pripravljenost na sodelovanje, kooperativnost, upoštevanje mnenj drugih in izpolnjevanje dogovorjene vloge v okviru tima oz. skupine;- sposobnost interdisciplinarnega povezovanja različnih strokovnjakov,
- zmožnost za prepoznavanje in izkoriščanje priložnosti, ki se ponujajo v delovnem in družbenem okolju (ki se izkazujejo kot podjetniški duh in aktivno državljanstvo),
- sposobnost razvijanja alternativnih rešitev v procesu strateškega načrtovanja.

#### Predmetno-specifične kompetence

- razumevanje in uporaba metod kritične analize in razvoja teorij ter njihova uporaba v reševanju konkretnih družbenih in delovnih problemov,
- 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,
- poznavanje in razumevanje procesov v poslovnem okolju organizacije in sposobnost za njihovo analizo, sintezo in predvidevanje rešitev ter njihovih posledic,
- sposobnost za upravljanje s časom, za samopripravo in načrtovanje ter samokontrolo izvajanja načrtov,
- razumevanje odnosov med organizacijo in socialnim okoljem – sistemsko gledanje in delovanje,
- občutljivost za odnose med ljudmi pri delu, fleksibilnost in sposobnost za skupinsko delo, samoiniciativnost, prevzemanje

- understanding the importance of quality, and striving for quality professional work through autonomy (self) criticism, (only) and reflexivity (self) evaluation of the technical work,
- ability to teamwork, i.e. willingness to cooperate, cooperation, respect the opinions of others and fulfil roles within the team or group,
- the ability of interdisciplinary integration of the different experts,
- ability to recognise and exploit opportunities provided in the working and social environment and manifest themselves as entrepreneurial spirit and active citizenship,
- the ability to develop alternative solutions in the process of strategic planning.

#### Subject-specific competencies:

- the understanding and applications of the methods of critical analysis and development of theory as well as their application in order to solve particular social and work-related issues,
- organisational and leadership skills to organise active and independent work,
- communication with the experts from various fields of economic and social life as well as with various interest groups,
- understanding of the relations between individuals, organisations and social environment, the ability of complex systems thinking and action,
- knowledge and understanding of the processes in the business environment of the organization and its capacity for analysis, synthesis and forecasting solutions and their consequences,
- time management ability, for self-preparation, planning and self-control of the implementation of the plans,
- understanding the relations between the organisation and its social environment – systemic perspective on action,

odgovornosti, sposobnost razmišljanja in lastnega mnenja.

- sensitivity to the relations among people at work, flexibility and the ability of team work, self-initiative, taking responsibility, ability of thinking and having one's own opinion.

#### **Predvideni študijski rezultati:**

- 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;
- 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.

#### **Intended learning outcomes:**

- 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 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);
- Uporaba spletne učilnice oziroma drugih sodobnih IKT orodij;
- Animacija samostojnega študija in raziskovanja (motiviranje, usmerjanje, samoopazovanje, samouravnavanje, refleksija, samoocenjevanje).

**Learning and teaching methods:**

- Lectures with the active participation of students (presentation materials, interviews, questions, examples, problem solving);
- Tutorial in conjunction with the practice (reflection of experience, project work, team work, critical thinking, discussion, feedback, social games, excursion);
- Individual and group consultations (interviews, additional explanation, specific questions);
- Use of online classroom or other contemporary ICT tools;
- Animation of independent study and research (motivation, guidance, self-observation, self-regulation, reflection, self-assessment).

<b>Načini ocenjevanja:</b>	<b>Delež (v %) / Weight (in %)</b>	<b>Assessment:</b>
<b>Načini:</b> <ul style="list-style-type: none"> <li>• Pisni/ustni izpit</li> <li>• Empirična seminarska naloga s poročili seminarskega dela ter predstavitev naloge</li> <li>• Sodelovanje na predavanjih in vajah</li> </ul> <p>Ocenjevalna lestvica – skladno s Pravilnikom o preverjanju in ocenjevanju znanja.</p>	<p>50 %</p> <p>25 %</p> <p>25 %</p>	<b>Types:</b> <ul style="list-style-type: none"> <li>• Written /oral exam</li> <li>• Empirical seminar reports and presentations of project work tasks</li> <li>• Participation in Lectures and Laboratory Exercises</li> </ul> <p>Grading is in accordance with the Faculty's evaluation Ordinance.</p>

**Reference nosilca / Lecturer's references:****Knjige/Books**

- RASPOR, A. *Trajnostni turizem v Zahodno Balkanski regiji (Sustainable tourism in the Western Balkan region)*. Dolga Poljana: Perfectus, 2019.
- RASPOR, A. NEŽIČ, M., url. *Od organizacije do kompetenc (From the organization to the competence)*. Dolga Poljana: Perfectus, 2019.
- RASPOR, A. NEŽIČ, M., url. *Upravljanje organizacije in vodenje sodelavcev (Organization Management and Leadership)*. Dolga Poljana: Perfectus, 2019.
- RASPOR, A. NEŽIČ, M., url. *Dolgoročni razvoj sodelavcev in podjetja (Long-term development of employees and company)*. Dolga Poljana: Perfectus, 2019.
- RASPOR, A. *Teorija preobrata podjetja v krizi s študijo primera (Company in crisis turnover theory with case studies)*. Dolga Poljana: Perfectus, 2019.

- RASPOR, A. *Menedžment igralniško-zabavišnega turizma: primeri in navodila iz prakse (Gambling and entertainment tourism management: examples and practical instructions)*. Dolga Poljana: Perfectus, 2019.
- RASPOR, A. *Od teorije organizacije do sistemizacije in organizacije dela (From organization theory to systemization and organization of work)*. Dolga Poljana: Perfectus, 2019.
- RASPOR, A., et al. *Strategy for fostering innovation in sustainable tourism for the Adriatic-Ionian region*. Dolga Poljana: Perfectus, 2018.
- RASPOR, A., url. *Postavitve izhodišč za razvoj turizma za starejše in gibalno ovirane osebe (Setting the starting points for the development of tourism for older and disabled people)*. Dolga Poljana: Perfectus, 2018.
- RASPOR, A. *Kako postaviti sistem inovacij v turizmu (How to set up a system of innovation in tourism)*. Dolga Poljana: Perfectus, 2018.
- RASPOR, A. *Nematerialno nagrajevanje (Nonmaterial reward)*. Dolga Poljana: Perfectus, 2018.
- RASPOR, A. *Strateško planiranje*. Dolga Poljana: Perfectus, Svetovanje in izobraževanje, 2018.
- RASPOR, A., LACMANOVIĆ, D., POPOVIĆ, M. *Chinese tourists in Western Balkan: facts and forecast*. Dolga Poljana: Perfectus, 2018.
- RASPOR, A., LABOVIĆ, B. D. *Dinamična sistemizacija delovnih mest*. Dolga Poljana: Perfectus, Svetovanje in izobraževanje, 2017.
- RASPOR, A. *Prepletenost motivacijskih teorij in teorij menedžmenta v sistemih nagrajevanja*. Dolga Poljana: Perfectus, Svetovanje in izobraževanje, 2017.
- RASPOR, A. *Napitnine: Orodje za povečanje učinkovitosti poslovanja podjetja*. Murska Sobota: BoMa, 2016.
- RASPOR, A. *Kako do izboljšanja kakovosti gostinske storitve (Improving quality in the hospitality industry)*. Murska Sobota: BoMa, 2016.
- RASPOR, A., LACMANOVIĆ, D., STRANJANČEVIĆ, A., BULATOVIĆ, I. *Chinese tourists in Slovenia and Montenegro: preferences, characteristics and trip motivation*. Vega Press, 2016.

#### Članki/ Articles

- MACUH, B., RASPOR, A., SRAKA, M., KOVAČIČ, A. Media exposure and education of first to six grade children from slovenia-parent opinions. *International Journal of Cognitive Research in Science, Engineering and Education*, 2018, 6(3), str. 49-58
- MACUH, B., RASPOR, A. Duhovna oskrba starejših v domovih za starejše (Spiritual support of elderly in homes for the elderly). *Bogoslovni vestnik: glasilo Teološke fakultete v Ljubljani*, 2018, 78(2), 641-660.
- KOVAČIČ, A., MACUH, B., RASPOR, A., SRAKA, M., ŠKABAR, M. Starši kot medijski opismenjevalci osnovnošolskih otrok prve in druge triade (Parents as media educators of primary school children of the first and second triad?). *Pedagoška obzorja : časopis za didaktiko in metodiko*, ISSN 0353-1392, 2018, letn. 33, št. 2, str. 20-37.
- BULATOVIĆ, I., STRANJANČEVIĆ, A., LACMANOVIĆ, D., RASPOR, A. Casino Business in the Context of Tourism Development (Case: Montenegro). *Social Sciences*, 2017, 6(4), 146.
- RASPOR, A. DIVJAK M. What is tipping in post-communist countries? A case study from Slovenia. *Teorija in praksa*, 2017, 54(6), 1023-1039.

- ROZMAN, T., STJEPANOVIČ, T. K., RASPOR, A. An Analysis of Web-based Document Management and Communication Tools Usage Among Project Managers. *International Journal of Human Capital and Information Technology Professionals (IJHCITP)*, 2017, 8(1), 1-24.
- KOVACIC, A., PODGORNIK, N., PRISTOV, Z., RASPOR, A. Mobbing in a Non-Profit Organisation. *Organizacija*, 2017, 50(2), 178-186.
- RASPOR, A., KOBAL, T., RODIČ, B. Chinese tourists—are they an opportunity for the Slovene and Croatian tourist industry? *Tourism and hospitality management*, 2012, 18(1), 111-125.

**Pedagoška dejavnost/ Pedagogical activity**

- Pokriva predmetna področja: Turizem; Igralništvo; Trženje; Teorija organizacije; Organizacije in menedžmenta; HRM; Tehnološki razvoj v podjetništvu; / It covers subject areas: Tourism; Gambling; Marketing; Organization theory; Organization and management; HRM; Technological development in entrepreneurship.

**Delovne izkušnje/ Work experience**

- 33 let, od tega 15 let na vodilnih delovnih mestih/ 33 years, including 15 years in management positions mednarodni projekti, raziskave, predavanje /International project management, research, lecture (2011- in progress).