

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet:	Vodenje organizacij in procesov
Course title:	Managing Organizations and Processes

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:

The condition for inclusion is the enrollment in the second or third year of study.
Student / student must, before entering the exam to prepare and defend an empirical paper.

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

Content (Syllabus outline):

- *Organization and processes.* The classic view of the organization and processes. Process view of the organization. Deming (PDCA) and organizational performance. Management organizations and processes.
- *Management.* Concept. Environment management. Planning and decision-making. Organizing. Management and behavior. Controlling.
- *Excellence in Management.* Concept. The paradigm of management excellence. Personal excellence is a prerequisite. Excellence in planning and decision-making. The excellence of the organization. Excellence and leadership behavior. Excellence control.
- *The modern paradigm of management organization and processes.* Historical perspective view of the content and style of leadership. Modern theories of organization and management. Widgets leadership excellence.
- *Focus on results.* Achieving results in the satisfaction of all parties. Flexibility and responsiveness in changing environment. Measurement and anticipate the needs and expectations of all parties involved. Objectives, policies, strategies and plans. Measurement, analysis and improvement of result-oriented.
- *Focus on the customer.* Creating lasting value for customers. Knowledge and understanding of customers. Loyalty. Competitive advantage. Anticipating the needs and expectations of customers. Building and maintaining relationships with customers. Measurement, analysis and improvement of customer focus.
- *Leadership and constancy of purpose.* Clarity and focus their messaging. Leading by example and animation for excellence. Values, ethics, culture and organizational structure. Constancy of purpose, trust and commitment. We are constantly adapting to

zavzetost. Nenehno prilagajanje okolju. Merjenje, analiziranje in izboljševanje 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 pooblašanja. 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.

the environment. Measurement, analysis and improvement of leadership and constancy of purpose.

- *Management by processes and facts.* Interdependence and integration of systems, processes and facts. Process approach for systematically achieving the objectives. Decision-making process and the reliability of information. Risk management. Preventive action and a high degree of confidence of the parties involved. Measurement, analysis and improvement of management by processes and facts.
- *The development and employee involvement.* Identifying the competencies required. Promoting and supporting personal development. The release of creative capacities of each and every employee. Dissemination of values, a culture of trust and empowerment. Personal excellence as a condition for excellence system. Measurement analysis and improvement of development and employee involvement.
- *Continuous learning, innovation and improvement.* Critical examination of the status quo and make changes. Culture of continuous improvement. We are constantly learning as a basis to become better. Supporting innovation and improving the competitive comparisons. Strategic planning of continuous improvement. Organizational learning and intellectual property. Measurement, analysis and improvement of continuous learning, innovation and improvement.
- *Developing partnerships.* Developing and maintaining partnerships that add value for stakeholders. Partnerships and joint mutual benefits of trust, respect and openness. Measurement, analysis and improvement of the development of partnerships.
- *Corporate Social Responsibility.* Responding to the expectations of its participating part, and the society. Adopting ethical approach.

- *Družbena odgovornost*. Odzivanje na pričakovanja svojih udeleženih stani 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 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.

Corporate social responsibility and values of the organization. Exceeding the requirements of regulations and laws. Environmentally sustainable business. Measurement, analysis and improvement of social responsibility.

- *The model of business excellence EFQM Excellence management organization and processes*. Leadership. Employees. Policy and Strategy. Partnership and resources. Processes. Results in relation to customers, employees and society. Key results of the operation. RADAR matrix. Assessment and self-assessment.

Temeljni literatura in viri / Readings:

- Raspor, A., Labović, B.D. (2017): *Dinamična sistemizacija delovnih mest (Dynamic systemization of jobs)*. Dolga Poljana: Perfectus.
- Raspor, A. (2019): *Od teorije organizacije do sistemizacije in organizacije dela (From organization theory to systemization and organization of work)*. Dolga Poljana: Perfectus.
- Raspor, A. Nežič, M. (url) (2019): *Upravljanje organizacije in vodenje sodelavcev (Organization Management and Leadership)*. Dolga Poljana: Perfectus.
- Hellriegel, D., Slocum, J. W., Woodman, R. W. (2008): *Organizational behavior*. Cincinnati (Ohio): South-Western College Publ., cop.
- Locke, E.A. (2009): *Handbook of principles of organizational behaviour (second edition)*. Wiley&Sons. UK.
- Schneider, B. Barbera K. M. (2014): *The Oxford Handbook of Organizational Climate and Culture*. Oxford University. Benjamin Schneider.

Cilji in kompetence:

Splošne kompetence

- poglobljeno razumevanje odnosa med organizacijo in njenim družbenim okoljem;
- poglobljeno razumevanje odnosa med organizacijo in posameznikom;
- sposobnost vodenja, koordiniranja in načrtovanja poslovnega procesa v neprofitni organizaciji;
- sposobnost divergentnega mišljenja, kritičnega presojanja, ustvarjalnosti in premagovanja problemov;

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;
- understanding of the economic aspects of the functioning of the non-profit sector;
- the ability to lead, co-ordinate and plan a business process in non-profit organisation;

- sposobnost uporabe in ustreznega navajanja relevantnih domačih in mednarodnih virov, uporabe elektronskih virov in kritične analize relevantne literature;
- sposobnost upravljanja človeških virov.

Predmetno specifične kompetence

- sposobnost pridobivanja, selekcije, ocenjevanja in umeščanja novih informacij in zmožnost interpretacije v kontekstu družboslovja;
- sposobnost interdisciplinarnega pristopa, ki se kaže kot razumevanje splošne strukture družbenih ved ter povezanosti med njenimi posameznimi disciplinami in poddisciplinami;
- 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;
- poznavanje in razumevanje razvojnih teženj, razlik in potreb posameznika;
- 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

- the ability of divergent thinking, critical judgement, creativity and overcoming problems;
- the ability to use and properly refer to relevant domestic and international sources, to use electronic sources and to provide critical analysis of the relevant literature;
- human resources management ability.

Subject-specific competencies

- the ability to collect, select, evaluate and include new information and the ability to interpret it in the context of social science;
- the ability for an interdisciplinary approach demonstrated as understanding of the general structure of social sciences and their connections to its particular disciplines and sub-disciplines;
- organisational and leadership skills in the organisations combined with the understanding of individual values and group value systems, while comprehending the professional-ethical 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;
- 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;
- 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.

odgovornosti, sposobnost razmišljanja in lastnega mnenja.

Predvideni študijski rezultati:

- 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 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.

Intended learning outcomes:

- Knows and understands the importance and complexity of the process approach in the management of the organization;
- Knows and understands the role and importance of management organization and processes in business relations;
- Understands interaction between factors that affect the efficiency and effectiveness of the management organization and processes;
- Knows and uses modern approaches, models and tools for the achievement and continuous improvement of management organization and processes;
- Applies basic knowledge and skills in the field of management organization and processes;
- Reflects on and critically evaluate a variety of experience in the field of management organization and processes;
- Active and critical to monitor and reflect current developments in the field of management organization and processes;
- In conjunction with other objects knows, understands and reflects the complexity of professional and social duties of employees in the management of organizations and processes;
- Knows and understands the positioning of the organization's management and processes 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).

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