

**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
Uporabne družbene študije UN	/	2.,3.	4.,6.
Advanced Social Studies BA	/	2.,3.	4.,6.

**Vrsta predmeta / Course type**

Izbirni/Optional

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

VOP

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:**

Doc. dr./Ph.D., Assistant Professor Andrej Raspor

**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:****Content (Syllabus outline):**

- *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.

- 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 the environment. Measurement, analysis

Merjenje, analiziranje in izboljševanje voditeljstva in stanovitosti 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 učenja, 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 stani in

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. Corporate social responsibility and values of

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.

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:

- Brocke, Jan & Vom Rosemann, Michael. 2010. *Handbook on business process management*. Berlin; London : Springer, cop.
- Ivanko, Štefan & Stare, Janez. 2007. *Organizacijsko vodenje*. Ljubljana: Fakulteta za upravo.
- Lipičnik, Bogdan. 2005. *Organizacija podjetja 10th ed*. Ljubljana: Ekonomska fakulteta.
- Morgan, Garteth. 2004. *Podobe organizacij*. Ljubljana: Fakulteta za družbene vede.
- Nonaka, Ikujiro. 2008. *The knowledge-creating company*. Boston (Mass.): Harvard Business Press, cop.
- Možina, Stane. 2002. *Management: nova znanja za uspeh*. Radovljica: Didakta.
- Weske, Mathias. 2012. *Business process management: concepts, languages, architectures. 2nd ed*. Berlin; Heidelberg: Springer, cop.

### 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

#### PREDMETNO SPECIFIČNE KOMPETENCE

- sposobnost pridobivanja, selekcije, ocenjevanja in umeščanja novih informacij

### 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
- the ability of divergent thinking, critical judgement, creativity and overcoming problems

#### SUBJECT-SPECIFIC COMPETENCIES

in zmožnost interpretacije v kontekstu družboslovja

- 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
- 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 odgovornosti, sposobnost razmišljanja in lastnega mnenja.

- the ability to collect, select, evaluate and include new information and the ability to interpret it in the context of social science
- 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
- 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.

#### **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;

#### **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;

- 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.

- 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);
- 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);
- Animation of independent study and research (motivation, guidance, self-observation, self-regulation, reflection, self-assessment).

Delež (v %) /

#### Načini ocenjevanja:

Weight (in %)

#### Assessment:

• Pisni/ustni izpit	60%	• Written / oral exam
• Empirična seminarska naloga s poročili seminarskega dela ter predstavitev naloge	40%	• Empirical seminar reports and presentations of project work tasks

#### Reference nosilca / Lecturer's references:

- Raspor, Andrej. [et al.]. 2014. The role of tipping in reducing labour costs: case of sector retail petroleum products. *Innovative issues and approaches in social sciences*. 7(2): 8-29.

- Raspor, Andrej. 2011. The use of techniques for increasing servers' tips. [Uporaba tehnik za dvigovanje napitnine] *Academica Turistica*. 2/2011.
- Raspor, Andrej. 2010. Pravno urejanje napitnin v igralništvu: primerjalna analiza [Gaming law and tips: a comparative analysis]. *Organizacija* 43(2): A78–A88.
- Raspor, Andrej. 2010. Poznavanje tehnik za dvigovanje napitnine med zaposlenimi v slovenskih igralnicah [Knowing of the techniques for increasing tips among employees in Slovenian gaming industry]. *Management, izobraževanje in turizem*. Elektronski vir. urednika Aleksandra Brezovec, Janez Mekinc. Portorož: Turistica, Fakulteta za turistične študije. 1738-1747.
- Raspor, Andrej & Petrič, Uroš. 2010. Igralniške destinacije v luči zgodovinskega razvoja [Gaming destination in case of history review]. *Raziskave in razprave*. 3(1):29-59.
- Raspor, Andrej. 2011. Izzivi napitnine v slovenskem gostinstvu in igralništvu [Challenges of tips in Slovenian hospitality and gaming industries]. *Naše gospodarstvo*. 57(1-2): 35-46.
- Sikošek, Marijana, Raspor, Andrej & Manzin, Massimo. 2008. Oblikovanje igralniškega proizvoda kot sestavnega dela marketinškega spleta igralnice (elektronski vir) [The forming of the gambling product as a constituent element of the marketing mix]. In RAJKOVIČ, VLADISLAV ... [et al.]. 27. *Mednarodna konferenca o razvoju organizacijskih znanosti: Znanje za trajnostni razvoj*, 2444-2450. Kranj: Moderna organizacija.