

	UČNI NAČRT PREDMETA/COURSE SYLLABUS
Predmet	Ustvarjalnost v organizaciji
Course title	<i>Creativity in an Organisation</i>

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester Semester
Vzgoja in menedžment v zdravstvu/2. stopnja	Ni smeri študija	2. letnik	3.
<i>Education and Management in Health Care / 2nd Cycle</i>	No study field	2 nd year	3 rd

Vrsta predmeta/Course type izbirni / elective

Univerzitetna koda predmeta/University course code VMZ2 IP UN 6

Predavanja	Seminar	Sem. vaje	Lab. vaje	Teren. vaje	Samost. delo	ECTS
Lectures	Seminar	Tutorial	Laboratory work	Field work	Individ. work	
25		30			155	7

Nosilec predmeta/Lecturer: prof. dr. Zdenka Zalokar Divjak

Jeziki/ Languages:	Predavanja/Lectures:	slovenski/Slovenian
	Vaje/Tutorial:	slovenski/Slovenian

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
<ul style="list-style-type: none"> Vpis v drugi letnik študijskega programa. Študent mora pred izpitom pripraviti in predstaviti ter zagovarjati projektno/raziskovalno nalogo. 	<ul style="list-style-type: none"> A prerequisite for inclusion is enrolment in the second year of study. Student has to prepare, present and defend a project/research paper before the exam.

Vsebina:	Content (Syllabus outline):
<ul style="list-style-type: none"> <i>Obvladovanje sprememb kot konstanta in osrednje področje dela menedžerjev.</i> Uspešnost posameznika, organizacije in civilizacije. Pretekli, sedanji in bodoči megatrendi sprememb. Spremembe in spreminjanje v organizacijah. Proces obvladovanja sprememb. Domišljija, ustvarjalnost in samoaktualizacija človeka. Ravnanje z ljudmi kot ključni proces pri obvladovanju sprememb. 	<ul style="list-style-type: none"> <i>Managing changes as a constant and central area of managers' work.</i> The performance of the individual, organisation and civilisation. The past, present and future megatrends of changes. Change and changing in organisations. The process of managing changes. Imagination, creativity and self-actualisation of a person. Human resource management as a key process in managing changes.

<ul style="list-style-type: none"> • <i>Sodobna paradigma menedžmenta - procesni pristop.</i> Temeljni gradniki nove paradigme. Usmerjenost na kupca. Procesni pristop. Temeljni procesi. Podporni procesi. Vzajemnost temeljnih in podpornih procesov. Proces stalnega učenja, inoviranja in izboljševanja. • <i>Kompleksnost, večplastnost in vzajemna soodvisnost procesa stalnega učenja, inoviranja in izboljševanja.</i> Odličnost kot kritično preverjanje obstoječega stanja in uvajanje sprememb z učenjem, inoviranjem ter ustvarjanjem priložnosti za izboljševanje. Koristi od udejanjanja načela stalnega učenja, inoviranja in izboljševanja. • <i>Ključni dejavnik za udejanjanje načela stalnega učenja inoviranja in izboljševanja.</i> Vodenje z zgledom in animiranje načela. Upoštevanje rezultatov učenja pri oblikovanju politike in strategije. Proces sproščanja človekovih ustvarjalnih zmogljivosti. Upravljanje in izmenjava znanja v organizaciji. Inovativnost in ustvarjalnost pri obvladovanju in izboljševanju procesov, proizvodov in storitev. • <i>Kultura nenehnega napredka.</i> Nova paradigma vodenja. Pomen komuniciranja in navdihovanja ljudi. Vodenje s cilji. Celovita kakovost in poslovna odličnost. • <i>Organizacijski razvoj.</i> Sistemski nazori v organizacijski teoriji. Organizacijski cilji, vrednote in kultura. Organizacijski razvoj kot sproščanje nevidnih kapitalov organizacije. Uresničevanje organizacijskega razvoja. • <i>Ustvarjalnost kot vzvod za izboljšanje poslovne uspešnosti.</i> Pojem ustvarjalnosti. Različne ravni ustvarjalnosti (osebna, skupinska, sistemska). Blokade ustvarjalnosti in njihovo odpravljanje. Tehnike za animiranje osebne, skupinske in sistemske ustvarjalnosti. 	<ul style="list-style-type: none"> • <i>The modern paradigm of management – the process approach.</i> Fundamental building blocks of a new paradigm. Orientation towards the customer. Procedural approach. The underlying processes. Supporting processes. The mutuality of basic and support processes. The process of continuous learning, innovation and improvement. • <i>Complexity, multi-layerness and mutual co-dependence of the continuous learning process, innovation and improvement.</i> Quality as a critical verification of the existing state and the introduction of changes with learning and creating opportunities for improvement. Benefits of implementing the principles of continuous learning, innovation and improvement. • <i>The key factor for implementing the principles of continuous learning, innovation and improvement.</i> Leadership by example and animating the principle. Considering the learning outcomes in formulation of policies and strategies. The process of releasing creative capabilities of a person. Management and knowledge exchange in an organisation. Innovation and creativity in managing and improving processes, products, and services. • <i>Culture of continuous improvement.</i> The new paradigm of leadership. The importance of communication and inspiration of people. Leadership with objectives. Comprehensive quality and business excellence. • <i>Organisational development.</i> Systemic views in the organisational theory. Organisational objectives, values and culture. Organisational development as an invisible release of intangible assets of the
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<ul style="list-style-type: none"> • <i>Strukturiranje in usmerjanje stalnega učenja, inoviranja in izboljševanja v organizaciji.</i> Inoviranje in odličnost poslovanja. Inovativno poslovno okolje. USOMID kot metodologija za ustvarjalno sodelovanje. Etika celovitosti, soodvisnosti in inovativnega poslovanja. Kakovost kot izziv za inoviranje in sistemsko razmišljanje. • <i>Inoviranje.</i> Ustvarjalno razmišljanje. Spodbujanje in motiviranje ustvarjalnosti. Viri znanja in idej. Od investicije do inovacije. Menedžment inovacij. Intelktualna lastnina. • <i>Uspešno uveljavljanje novosti v praksi.</i> Pogoji za inovacijo. Proces uveljavljanja novosti v praksi. Proces odločanja o novosti. Inovativnost možnih odjemalcev novosti. Omrežja za širjenje novosti. Agenti spreminjanja. Posledice invencijsko-inovacijskega procesa. • <i>Osnovne značilnosti inoviranja proizvodnih procesov.</i> Različnost in razvoj inoviranja proizvodnih procesov. Splošni pojmi o proizvodnih procesih z vidika inoviranja in odličnosti. Menedžment kot proces inoviranja proizvodnih procesov. Merila uspešnosti inoviranja proizvodnih procesov. Obvladovanje pogojev za uspešno inoviranje proizvodnih procesov. Odličnost menedžmenta proizvodnih procesov. • <i>Inovacijski podporni sistem v Sloveniji.</i> Pravni sistem za podporo inovacijam. Sodelovanje med raziskovalno sfero in industrijo na področju inovacij. Infrastruktura in inovacijski podporni sistem. Finančni podporni sistem za inovacije. Usmerjanje človekovih ustvarjalnih zmogljivosti za razvoj inovacij na nacionalni ravni. Animiranje okolja o pomenu inovacij. Inovacijska in podjetniška podpora. 	<p>organisation. Achieving the organisational development.</p> <ul style="list-style-type: none"> • <i>Creativity as a leverage to improve business performance.</i> The concept of creativity. Different levels of creativity (personal, group and systemic). Blockages to creativity and their elimination. Techniques for animating a personal, group and systematic creativity. • <i>Structuring and directing the constant learning, innovation and improvement within the organisation.</i> Innovation and excellence in business. An innovative business environment. USOMID (methodology for creative cooperation of many for innovation work) as the methodology for creative cooperation. Ethics of integrity, interdependence and innovative business. Quality as a challenge for innovation and systemic thinking. • <i>Innovation.</i> Creative thinking. Encouraging and motivating creativity. Resources of knowledge and ideas. From investments to innovations. Management of innovations. Intellectual property. • <i>The successful implementation of innovations in practice.</i> Conditions for innovation. The process of implementing the innovations in practice. The decision making process about innovations. Innovation of potential clients. Networks for disseminating innovations. The agents of change. Effects of invention-innovation process. • <i>Basic characteristics of the innovation of production processes.</i> Diversity and development of production processes innovation. General concepts about production processes from the perspective of innovation and excellence. Management as the innovation process of production processes. Efficiency standards of production processes innovation. Coping with
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<ul style="list-style-type: none"> • <i>Sodobni pristopi, modeli in orodja stalnega učenja, inoviranja in izboljševanja.</i> Celovita kakovost in poslovna odličnost. Učeca se organizacija. Proces kontinuiranih izboljšav. Krožki za izboljšanje poslovanja. USOMID. Vlaganje v zaposlene. PDCA timi. Primeri najboljših izkušenj v praksi. 	<p>conditions for successful production processes innovation. Quality management of production processes.</p> <ul style="list-style-type: none"> • <i>The innovation support system in Slovenia.</i> The legal system to support innovation. Cooperation between the research sphere and industry in the field of innovation. Infrastructure and innovation support system. The financial support system for innovation. Directing the human creative capabilities for the development of innovation at the national level. Animating environment about the importance of innovation. Innovation and entrepreneurial support. • <i>Modern approaches, models and tools for continuous learning, innovation and improvement.</i> Comprehensive quality and business excellence. The learning organisation. The process of continuous improvement. Clubs for improving business performance. USOMID (methodology for creative cooperation of many for innovation work). Investing in employees. PDCA teams. Examples of the best experience in practice.
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Temeljna literatura in viri/Readings:

<ul style="list-style-type: none"> • Bukovec, B. (2004). Proces uspešnega obvladovanja organizacijskih sprememb. Organizacija, 37, št. 7, str. 432-430. • Bukovec, B. (2005). Pomen voditeljstva v procesu obvladovanja sprememb. Organizacija, 38 • Clark, P. (2002). Organizational Innovations. London: Sage Publications. • Gabrijelčič, J. (1995). Od kakovosti k odličnosti po poti organizacijskega razvoja. Novo mesto: Dolenjska založba. • Henry, J. in D. Walker (1991). Managing Innovation. London: Sage Publications. • Likar, B. (2001). Inoviranje. Koper: Fakulteta za management. – 0 ; 1998 – 1, vaje • Markič, M. (2004). Inoviranje procesov: pogoj za odličnost poslovanja. Koper: Fakulteta za management. • Mulej, M. et al. (2000). Dialektična in druge mehkosistemske teorije: podlaga za celovitost in uspeh managementa. Maribor: Ekonomsko-poslovna fakulteta. • Mulej, M. in Ženko, Z. (2002). Dialektična teorija sistemov in invencijsko-inovacijski management. Maribor: Ekonomsko-poslovna fakulteta.

Cilji in kompetence:

Učna enota prispeva predvsem k razvoju naslednjih splošnih in specifičnih kompetenc:

- avtonomnost, (samo)kritičnost, (samo)refleksivnost, samoevalviranje in prizadevanje za kakovost,
- zmožnost vzpostavljanja in vzdrževanja partnerskega odnosa s sodelavci, z delodajalcem in drugimi uporabniki oz. skupinami (lokalna skupnost, svetovalne službe, gospodarstvo ipd.) ter zmožnost strpnega dialoga,
- poznavanje in razumevanje razvojnih teženj, razlik in potreb posameznika,
- sposobnost za reševanje konkretnih delovnih problemov na področju zdravstva z uporabo znanstvenih metod in postopkov,
- sposobnost pridobivanja, selekcije in evalvacije novih informacij in zmožnost ustrezne interpretacije v kontekstu na področju zdravstva, podjetništva, poslovne informatike, človeških virov, kvantitativnih metod, prava in poslovanja,
- razumevanje in uporaba metod kritične analize in razvoja teorij ter njihova uporaba pri reševanju konkretnih delovnih problemov,
- razumevanje individualnih vrednot in vrednostnih sistemov, obvladovanje profesionalno-etičnih vprašanj,
- usposobljenost za preverjanje in ocenjevanje dosežkov zaposlenih ter oblikovanje povratnih informacij,
- poznavanje in razumevanje teoretičnih osnov svetovalnega dela (prenos znanja), obvladovanje postopkov in principov svetovalnega dela ter načrtovanje in obvladovanje sprememb,
- oblikovanje celovite ocene potreb posameznika oz. skupine, njihovih

Objectives and competences:

The learning unit mainly contributes to the development of the following general and specific competences:

- autonomy (self-)criticism, (self-) reflexion, self-evaluation, and striving for quality,
- the ability of setting up and maintaining a partner relationship with co-workers, employers and other users or groups (local community, counselling services, economy, etc.), and the ability of a tolerant dialogue,
- knowledge and understanding of development tendencies, differences and needs of the individual,
- the ability to solve practical problems in the field of health care by using scientific methods and procedures,
- the ability to obtain, select and evaluate new information and its relevant interpretation in the context of health care, entrepreneurship, business informatics, human resources, quantitative methods, law and management,
- application and understanding of the critical analysis methods and theory development, and their application in solving concrete work problems,
- understanding the individual values and value systems, managing professional-ethical issues,
- being qualified to verify and assess the employees' performance and giving feedback,
- knowledge and understanding of the theoretical bases of the counselling work (transfer of knowledge), managing procedures and principles of the counselling work, as well as planning and managing changes,
- developing a comprehensive assessment of the needs of an individual or group, their strong and weak areas, considering environmental factors (physical, social, cultural) with

močnih in šibkih področij ob upoštevanju okoljskih dejavnikov (fizičnih, socialnih, kulturnih) z ustreznimi postopki in instrumenti.	the appropriate procedures and instruments.
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Predvideni študijski rezultati:

Študent/študentka:

- pozna in razume pomen in večplastnost procesnega pristopa pri obvladovanju učenja, inoviranja in izboljševanja;
- pozna in razume vlogo in pomen učenja, inoviranja in izboljševanja v poslovnih odnosih;
- razume interakcijsko delovanje dejavnikov, ki vplivajo na uspešnost in učinkovitost obvladovanja učenja, inoviranja in izboljševanja;
- pozna in uporablja sodobne pristope, modele in orodja za doseganje in nenehno izboljševanje učenja in inoviranja;
- uporablja osnovno znanje in veščine s področja inovacijskega menedžmenta;
- reflektira in kritično ovrednoti različne izkušnje s področja inovacijskega menedžmenta;
- proaktivno in kritično spremlja in reflektira aktualno dogajanje na področju učenja, inoviranja in izboljševanja ter s tem tudi inovacijskega menedžmenta;
- v povezavi z drugimi predmeti pozna, razume in reflektira kompleksnost strokovnih in družbenih nalog zaposlenih pri obvladovanju učenja, inoviranja in izboljševanja;
- pozna in razume umeščenost menedžmenta inovacij v širše družbene, kulturne in vrednostne kontekste ter z refleksijo teh kontekstov oblikuje intelektualno aktiven odnos do sveta.

Intended learning outcomes:

Students:

- know and understand the importance and the complexity of the process approach in learning, innovation and improvement;
- know and understand the role and the importance of learning, innovation and improvement in business relations;
- understand the interactional operation of the factors influencing the effectiveness and efficiency of learning, innovation and improvement;
- know and apply modern approaches, models and tools for achieving and continuous improvement of learning and innovation;
- use the basic knowledge and skills in the field of innovation management;
- reflect and critically evaluate a variety of experience in innovation management;
- proactively and critically monitor and reflect on current developments in learning, innovation and improvement as well as innovation management;
- in conjunction with other courses, they understand and reflect the complexity of professional and social tasks of employees in learning, innovation and improvement;
- know and understand the placement of the innovation management in the wider social, cultural and value contexts, and by reflecting on the context, they develop an intellectually active relationship towards the world.

Metode poučevanja in učenja:

- *predavanja* z aktivno udeležbo študentov (razlaga, diskusija, vprašanja, primeri, reševanje problemov),
- *seminarske vaje:* priprava, predstavitev in uspešen zagovor projektne/raziskovalne naloge,

Learning and teaching methods:

- *lectures* with active student participation (explanation, discussion, questions, examples, problem solving);
- *tutorial:* preparation, presentation and a successful defence of a project/research paper,
- *consultations.*

<ul style="list-style-type: none"> • <i>konzultacije.</i> 	
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Načini ocenjevanja:	Delež (v %) Weight (in %)	Assessment:
<p>Načini:</p> <ul style="list-style-type: none"> • 100 % udeležba na predavanjih in vajah: priprava, predstavitev in zagovor projektne/raziskovalne naloge – 100 % ocene; • če študent ni 100 % udeležen na predavanjih in vajah: <ul style="list-style-type: none"> - izpit – 60 % ocene, - priprava, predstavitev in zagovor projektne/raziskovalne naloge – 40 % ocene. <p>Ocenjevalna lestvica: ECTS.</p>	<p>100 %</p> <p>ali / or</p> <p>60 %</p> <p>40 %</p>	<p>Types:</p> <ul style="list-style-type: none"> • 100 % attendance at lectures and tutorials: preparation, presentation and defence of project/research paper – 100 % of the grade; • if the students' attendance at lectures and tutorials is not 100%: <ul style="list-style-type: none"> - exam - 60% of the grade, - preparation, presentation and defense of the project/research paper – 40% of the grade. <p>Grading scheme: ECTS.</p>