

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet:	<i>Inovativni menedžment v zdravstvu</i>
Course title:	<i>Innovative Management in Health Care</i>

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester Semester
Edukacija in menedžment v zdravstvu – 3. stopnja, doktorski program	/	2.	3.
<i>Education and Management in Health Care- 3rd cycle</i>	/	2 nd	3 rd

Vrsta predmeta / Course type obvezni/obligatory

Univerzitetna koda predmeta / University course code:

Predavanja Lectures	Seminar Seminar	Vaje Tutorial	Klinične vaje work	Druge oblike študija	Samost. delo Individ. work	ECTS
45	45	0	0	0	285	15

Nosilec predmeta / Lecturer: doc. dr. Milena Kramar Zupan

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

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

Vpis v drugi letnik študijskega programa.

Prerequisites:

Enrolment in the second year of the study programme.

Vsebina:

Vsebina

- *Obvladovanje sprememb kot konstanta in osrednje področje dela menedžerjev. 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.*
- *Sodobna paradigma menedžmenta - procesni pristop. Temeljni gradniki nove paradigme. Usmerjenost na kupca. Procesni pristop. Temeljni procesi. Podporni procesi. Vzajemnost*

Content (Syllabus outline):

Contents:

- *Managing changes as constants and central work of the managers. Performance of the individual, organisation and civilisation. Past, present and future megatrends of changes. Changes and changing in organisations. The process of managing changes. Imagination, creativity and self-actualisation of a person. Human resources management as the key process in managing changes.*
- *Contemporary management paradigm - process approach. Fundamentals of the new paradigm. Customer-oriented approach. Process approach. Fundamental processes. Supporting processes.*

temeljnih in podpornih procesov. Proces stalnega učenja, inoviranja in izboljševanja.

- *Kompleksnost, večplastnost in vzajemna soodvisnost procesa stalnega učenja, inoviranja in izboljševanja.* 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.
- *Ključni dejavnik za udejanjanje načela stalnega učenja inoviranja in izboljševanja.* 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.
- *Kultura nenehnega napredka.* Nova paradigma vodenja. Pomen komuniciranja in navdihovanja ljudi. Vodenje s cilji. Celovita kakovost in poslovna odličnost.
- *Organizacijski razvoj.* Sistemski nazori v organizacijski teoriji. Organizacijski cilji, vrednote in kultura. Organizacijski razvoj kot sproščanje nevidnih kapitalov organizacije. Uresničevanje organizacijskega razvoja.
- *Ustvarjalnost kot vzvod za izboljšanje poslovne uspešnosti.* Pojem ustvarjalnosti. Različne ravni ustvarjalnosti (osebna, skupinska, sistemska). Blokade ustvarjalnosti in njihovo odpravljanje. Tehnike za animiranje osebne, skupinske in sistemske ustvarjalnosti.
- *Strukturiranje in usmerjanje stalnega učenja, inoviranja in izboljševanja v organizaciji.* 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.
- *Inoviranje.* Ustvarjalno razmišljanje. Spodbujanje in motiviranje ustvarjalnosti. Viri znanja in idej. Od investicije do inovacije. Menedžment inovacij. Intelktualna lastnina.
- *Uspešno uveljavljanje novosti v praksi.* 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.

Reciprocity of fundamental and supporting processes. The process of continuous learning, innovation and improvement.

- *Complexity, multidisciplinary and reciprocal dependence of the continuous learning process, innovation and improvement.* Excellence as the critical verification of the current state and introduction of changes by learning, innovation and creation of improvement possibilities. Benefits from implementing the principle of continuous learning, innovation and improvement.
- *Key factor for implementing the principle of continuous learning, innovation and improvement.* Exemplary leadership and animation of the principle. Considering learning outcomes in developing policies and strategies. The process of releasing the person's capacity for creativity. Managing and exchanging knowledge in an organisation. Innovation and creativity in managing processes, products and services.
- *The culture of continuous advancement.* The new leadership paradigm. The importance of communication and inspiring people. Goal-oriented leadership. Comprehensive quality and business excellence.
- *Organisational development.* Systemic views in the organisational theory. Organisational goals, values and culture. Organisational development as the release of invisible organisational capital. Implementation of the organisational development.
- *Creativity as a leverage for improving business excellence.* The notion of creativity. Different levels of creativity (personal, group, systemic). Creativity barriers and overcoming them. Techniques for activating personal, group and systemic creativity.
- *Structure and direction of continuous learning, innovation and improvement in an organisation.* Innovation and business excellence. Innovative business environment. USOMID as the methodology for creative cooperation. The ethics of comprehensiveness, co-dependence and innovative business. Quality as the challenge for innovation and systemic thinking.
- *Innovation.* Creative thinking. Encouraging and motivating creativity. The sources of knowledge and ideas. From investment to innovation. Management of innovation. Intellectual property.
- *Successful implementation of novelties into practice.* Conditions for innovation. The process of

<ul style="list-style-type: none"> • <i>Osnovne značilnosti inoviranja proizvodnih procesov.</i> Različnost in razvoj inoviranja delovnih procesov. Splošni pojmi o delovnih procesih z vidika inoviranja in odličnosti. Menedžment kot postavka inoviranja delovnih procesov. Merila uspešnosti inoviranja delovnih procesov. Obvladovanje pogojev za uspešno inoviranje delovnih procesov. Odličnost menedžmenta delovnih procesov. • <i>Inovacijski podporni sistem v Sloveniji.</i> Pravni sistem za podporo inovacijam. Sodelovanje med raziskovalno sfero in poslovnim okoljem 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. • <i>Sodobni pristopi, modeli in orodja stalnega učenja, inoviranja in izboljševanja.</i> Celovita kakovost in poslovna odličnost. Učeha se organizacija. Proces kontinuiranih izboljšav. Krožki za izboljšanje poslovanja. USOMID. Vlaganje v zaposlene. PDCA timi. Primeri najboljših izkušenj v praksi. 	<p>implementation of novelties into practice. The process of making decisions on novelties. Innovativeness of possible consumers of novelties. Networks for spreading novelties around. The agents of change. Consequences of the invention-innovative process.</p> <ul style="list-style-type: none"> • <i>Basic characteristics of innovation of production processes.</i> Diversity and development of innovating work processes. Basic terms on work processes from the aspect of innovation and excellence. Management as the determinant of innovating work processes. Criteria for measuring performance of innovating work processes. Managing conditions for successful innovation of work processes. Excellence of managing work processes. • <i>Innovation support system in Slovenia.</i> Legislative system to support innovation. Cooperation between research and business environment in the field of innovation. Infrastructure and innovative support systems. Financial support system for innovation. Directing a person's capacity for creativity in order to develop innovation on the national level. Animation of environment on the importance of innovation. Innovation and business support. • <i>Contemporary approaches, models and tools for continuous learning, innovation and improvement.</i> Comprehensive quality and business excellence. Learning Organisation The process of continuous improvement. Clubs for business improvement. USOMID. Investing in the employees. PDCA teams. Examples of the best experience in practice.
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Temeljni literatura in viri / Readings:

<ul style="list-style-type: none"> • Likar, B. (2006). <i>Management inoviranja</i>. Koper: Fakulteta za management. • Barlow, J. (2017). <i>Managing Innovation in Healthcare</i>. London: World Scientific. • Clark, P. (2002). <i>Organizational Innovations</i>. London: Sage Publications. • Markič, M. (2004). <i>Inoviranje procesov: pogoj za odličnost poslovanja</i>. Koper: Fakulteta za management. • Korelc, T. (2015). <i>Odločite se za poslovni preboj: priručnik za ustvarjanje strateških prebojev: spoznajte moč inovativnih poslovnih idej in konceptov</i>. Ljubljana: Creatoor. • Setili, A. (2018). <i>Fearless Growth: the New Rules to Stay Competitive, foster Innovation and dominate Your Markets</i>. Wayne (NJ): Career Press, cop. • Mulej, M. et al. (2000). <i>Dialektična in druge mehkosistemske teorije: podlaga za celovitost in uspeh managementa</i>. Maribor: Ekonomsko-poslovna fakulteta. • Mulej, M. in Ženko, Z. (2002). <i>Dialektična teorija sistemov in invencijsko-inovacijski management</i>. Maribor: Ekonomsko-poslovna fakulteta. • Henry, J. in D. Walker (1991). <i>Managing Innovation</i>. London: Sage Publicatons.
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- Rose, D. (2018). *Enterprise Agility*. Hoboken (NJ): J. Wiley & Sons, cop.
- Bernot, M. (2007). *Prikaz inovativnega vodenja oddelka in dela z zaposlenimi*. Vir: Zdravstvena in babiška nega – kakovostna, učinkovita in varna: zbornik predavanj in posterjev 6. Mednarodnega kongresa zdravstvene in babiške nege. Ljubljana: 549-560.
- Lawton, R., Armitage, G. (2012). *Innovating for Patient safety in Medicine*. London etc.: Sage.

Cilji in kompetence:

- 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,
- usposabljanje 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 močnih in šibkih področij ob upoštevanju okoljskih dejavnikov (fizičnih, socialnih, kulturnih) z ustreznimi postopki in instrumenti.

Objectives and competences:

- autonomy, (self-)criticism, (self-)reflexivity, self-evaluation and pursuit of quality,
- the ability to establish and maintain partner relationship with colleagues, the employer and other users / groups (local community, advisory services, economy, etc.) as well as to hold a tolerant dialogue,
- to know and understand development tendencies, differences and needs of the individual,
- the ability for solving concrete problems in the field of health care by using scientific methods and procedures,
- skills for gaining, selection and evaluation of new information, and the ability of adequate interpretation in the field of health care, entrepreneurship, business informatics, human resources, quantitative methods, law and management,
- understanding and using methods of critical analysis and theory development, using them in solving concrete work-related problems,
- understanding individual values and value systems, mastering professional and ethical issues,
- qualification for the assessment and evaluation of the achievements of employees and the provision of feedback,
- to know and understand theoretical backgrounds of advisory work (transfer of knowledge), mastering procedures and principles of advisory work, and planning and controlling changes,
- developing a comprehensive assessment of the individual's needs (or group needs), their strong and weak areas, on considering environmental factors (physical, social, cultural) by using appropriate procedures and instruments.

Predvideni študijski rezultati:

Student:

- Pozna obvladovanje sprememb kot konstanta in osrednje področje dela menedžerjev.
- Pozna procesni pristop kot sodobno paradigmo menedžmenta.
- Razume vzajemno soodvisnost procesa stalnega učenja, inoviranja in izboljševanja.
- Razume pomen inovativnosti pri obvladovanju in izboljševanju procesov, proizvodov in storitev.
- Razume kulturo nenehnega napredka kot novo paradigmo vodenja in vzvod za izboljšanje poslovne uspešnosti.
- Usposobi se za uporabo metodologija USOMID za ustvarjalno delovanje v delovnem okolju.
- Pozna postopke zaščite intelektualne lastnine.
- Usposobi se za implementacijo novosti v prakso.
- Obvladuje pogoje za uspešno inoviranje delovnih procesov.
- Pozna pravni sistem za podporo inovacijam.
- Pozna finančni podporni sistem za inovacije.
- Pozna sodobne pristope, modele in orodja stalnega učenja, inoviranja in izboljševanja: krožki za izboljšanje poslovanja, USOMID, vlaganje v zaposlene, PDCA timi.

Intended learning outcomes:

Students:

- Know how to manage changes as constants and central work of the managers.
- Know the process approach as a contemporary paradigm of management.
- Understand the reciprocal dependence of the continuous learning process, innovation and improvement.
- Understand the importance of innovation and creativity in managing processes, products and services.
- Understand the culture of continuous improvement as the new paradigm of leadership and leverage to improve business excellence.
- Get qualified for using the USOMID methodology for creative functioning in the work environment.
- Know the procedures for intellectual property rights.
- Are qualified for implementation of scientific findings into practice.
- Master conditions for successful innovation of work processes.
- Know the legislative system to support innovation.
- Know the financial support system for innovation.
- Know contemporary approaches, models and tools for continuous learning, innovation and improvement: clubs for improving business, USOMID, investing in employees, PDCA teams.

Metode poučevanja in učenja:

- *predavanja* z aktivno udeležbo študentov (razlaga, diskusija, vprašanja, primeri, reševanje problemov),
- *seminarji*:
 - študij primera iz prakse,
 - načrt za raziskovalno-projektno delo,
 - izvedba raziskave (voden individualni študij),
 - izdelava, predstavitev in zagovor raziskovalne naloge.
- konzultacije (individualne in kolektivne).

Learning and teaching methods:

- *lectures* with active student participation (explanation, discussion, questions, examples, problem solving),
- *seminars*:
 - studying an example from practice,
 - a plan for research-project work,
 - research implementation (guided individual study),
 - preparation, presentation and defence of the research paper.
- consultations (individual and group);

Načini ocenjevanja:Delež (v %) /
Weight (in %)**Assessment:**

<p>Načini:</p> <ul style="list-style-type: none">• aktivno sodelovanje v organiziranih oblikah pedagoškega dela,• temeljna ali aplikativna raziskovalna naloga z zagovorom (obseg 30.000 znakov) - 100 % ocene. <p>Ocenjevalna lestvica: uspešno, neuspešno.</p>		<p>Types:</p> <ul style="list-style-type: none">• active cooperation in the organised forms of study work,• fundamental or applicative research paper with defence (30,000 characters) - 100 % of the final grade. <p>Grading scale: pass, fail</p>
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