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KONFERENCA
**NOVE
PARADIGME
ORGANIZACIJSKIH
TEORIJ**



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**RAZISKOVANJE IN
AKADEMSKA ODLIČNOST**



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Raziskovanje in akademska odličnost
zbornik povzetkov

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Kazalo vsebine

Dejavniki za zadržanje mladih medicinskih sester v poklicu	
Anita Prelec, Brigita Skela Savič	4
Produktivnost dela skozi prizmo bibliometrične analize	
Fabijan Leskovec, Igor Ivašković	9
Monitoring tehnoloških procesov v avtomobilski industriji (preliminarni rezultati)	
Robert Pavlin, Aleksander Janeš	12
Etične dileme uporabe umetne inteligence v visokošolskem kontekstu	
Nadia Molek	16
Dejavniki menedžmenta znanja kot gradniki kakovosti zdravstvenega sistema	
Tadeja Krišelj, Mirko Markič, Tamara Štemberger Kolnik	20
Gradniki kakovosti enterostomalne terapije v zdravstvenem sistemu: pregled literature	
Anita Jelar	25
Kakovost zobozdravstva na primarni ravni	
Aleksandra Banović Groznik, Mirko Markič	29
Spodbujanje ustvarjalnosti in inovativnosti v izbranem podjetju	
Bojan Krajnc, Mirko Markič	33
Paradigma železnega trikotnika	
Mateja Bugar Makovec	37
Etično vodenje in etična klima v organizaciji	
Iris Fink Grubačević, Mirko Markič	41
Vzgoja kritičnih mislecev v digitalni dobi in vloga visokošolskih knjižničarjev	
Vesna Grabnar	45
Si menedžerji upajo voditi trajnostno? Gradniki vodenja deležnikov v organizaciji z namenom spodbujanja trajnostnih praks	
Tadeja Sumrak Vogelj	49

Dejavniki za zadržanje mladih medicinskih sester v poklicu

Anita Prelec

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Raziskovalno vprašanje (RV): Potrebe moderne družbe po zdravstveni obravnavi so vse večje. Samozadostnost delovne sile v zdravstveni negi je opredeljena z globalno strategijo o človeških virih, vendar le-te na nacionalnem nivoju niso integrirane. Večje delovne obremenitve zaposlenih v zdravstveni negi so povezane z zapuščanjem poklica, zmanjšan je tudi interes za študij. Pandemija covid-19 je stanje delovne sile samo še poslabšala. Po podatkih nacionalnega registra izvajalcev zdravstvene in babiške nege Slovenije, je le 76 % diplomantov zdravstvene nege zaprosilo za licenco v enem letu po zaključku študija, 12 % pa se jih v prvem letu ni zaposlilo oziroma niso iskali službe v zdravstvu. Pomemben dejavnik za zaključek študija je akademska motivacija, visoka raven le-te ima učinke na karijerne cilje in odločnost glede izbire kariere. Koncept karijerne odločnosti temelji na socialno kognitivni karierni teoriji. Po tej teoriji odločanje o karieri določajo posameznikovi in okoljski dejavniki. Raziskave pokažejo, da imajo tisti, ki odločneje sprejemajo odločitve o svoji poklicni poti, večjo verjetnost, da bodo na izbranem strokovnem področju dobili dolgoročnojšo zaposlitev in pomembne karijerne priložnosti. Raziskovalno vprašanje se glasi: Kakšna je stopnja akademske motivacije in karijerne odločnosti študentov zdravstvene nege v Sloveniji?

Namen: Namen raziskave je raziskati akademsko motivacijo in karierno odločnost študentov in absolventov zdravstvene nege in njihov učinek na namero za zaposlitev v zdravstvu. Cilj je prepoznati in oceniti moč različnih dejavnikov, ki vplivajo na akademsko motivacijo in karierno odločnost rednih študentov zdravstvene nege v visokošolskih zavodih v Sloveniji.

Metoda: Uporabili bomo mešani raziskovalni pristop za zbiranje kvantitativnih in kvalitativnih podatkov. V kvantitativnem delu presečne raziskave bomo uporabili anketni vprašalnik. V kvalitativnem delu bomo podatke zbirali z intervjuji v več fokusnih skupinah. V raziskavo bodo povabljeni študenti 3. letnika in absolventi rednega visokošolskega študija Zdravstvena nega (VS). Za kvantitativni del zbiranja podatkov bomo uporabili metodo cenusa v vseh osmih

izobraževalnih institucijah v Sloveniji. Za zbiranje podatkov bomo uporabili lestvico akademske motivacije NURS (2020) in lestvico karierne odločnosti (AMS, 2015).

Rezultati: V raziskavi bomo pridobili rezultate o različnih vrstah motivacije, od amotivacije prek različnih vrst zunanje motivacije do notranje (povsem samodoločujoče) motivacije, notranjo motivacijo (željo po védenju, željo po obvladovanju in željo po doživljanju stimulacije), zunanjo motivacijo (zunanje uravnavanje, introjicirano uravnavanje, identificirano uravnavanje). Lestvica karierne odločnosti nam bo pokazala velikost odločnosti za poklicno pot. Vse lestvice so že bile uporabljene, podatki o njihovi zanesljivosti so dostopni. Ena od omejitev raziskave, na katero moramo biti pozorni, je vsebinska veljavnost, zato bo izvedena pilotna raziskava in dvojni prevod lestvic iz angleškega jezika. Omejitve so še v zagotavljanju dobre odzivnosti vključenih. Ugotovitve te raziskave so pomembne za odločevalce/deležnike v zdravstvu, zdravstvene delavce in izobraževalne zavode pri oblikovanju nacionalnih strategij za zadržanje medicinskih sester v poklicu.

Organizacija: Ob pomanjkanju medicinskih sester v zdravstvenih organizacijah je raziskava pomembna tako za izobraževalne institucije s področja zdravstvene nege, kakor tudi za odločevalce, zdravstveno politiko in oblikovalce strategij za zadržanje medicinskih sester v poklicu ter ustvarjanju ustreznih pogojev dela, možnosti kariernega razvoja, medpoklicnega spoštovanja.

Družba: Z dolgoživo družbo naraščajo potrebe po zdravstveni obravnavi in potrebe po večjem številu medicinskih sester. Ustrezno število medicinskih sester vpliva na kakovost in varnost zdravstvene obravnave.

Originalnost: Raziskava bo kot prva raziskava v Sloveniji, narejena na vzorcu slovenskih študentov, opredelila dejavnike akademske motivacije in karierne odločnosti, ki so ključni za razumevanje zadržanja mladih v poklicu.

Omejitve/nadaljnje raziskovanje: V pregled literature bodo vključeni članki z upoštevanjo časovno omejitvijo – zajete bodo raziskave, objavljene med letoma 2019 do 2024. Vključeni bodo samo članki v slovenskem in angleškem jeziku.

Ključne besede: zdravstvena nega, študenti, zapuščanje poklica, akademska motivacija, karierna odločnost, izobraževanje, strategija, zadržanje.

Anita Prelec je po zaključenem izobraževanju na Univerzi v Ljubljani pridobila naziv diplomirana medicinska sestra. Od leta 1990 je bila zaposlena v UKC Ljubljana, Klinični oddelek za perinatologijo, od leta 2002 kot vodja porodnega bloka. Leta 2013 je zaključila magistrski študij babištva na Glasgow Caledonian University. Med leti 2012 – 2020 je bila članica vodstva Evropske babiške zveze (European Midwives Association). Kot visokošolski učitelj se vključuje na visokošolskem študijskem programu Babištvo Zdravstvene fakultete UL in na visokošolskem

Raziskovanje in akademska odličnost: zbornik povzetkov

študijskem programu Zdravstvena nega Fakultete za zdravstvo Angele Boškin. Od leta 2016 je zaposlena na Zbornici – Zvezi kot izvršna direktorica. V Cobissu ima objavljenih več kot 170 del. Je doktorska študentka na FZAB.

Prof. dr. Brigita Skela Savič, znanstvena svetnica je doktorica kadrovskega managementa, habilitirana na UP kot visokošolska učiteljica in raziskovalka. Od 2007 je zaposlena na FZAB. Je nosilka predmetov na področju raziskovalnih metod, na dokazih podprtega dela in managementa v zdravstvu na vseh treh Bolonjskih stopnjah. Tematska področja njenega raziskovalnega dela so zdravstveni menedžment, dolgoživa družba, promocije zdravja, elementi profesionalizacije zdravstvenih strok. Na Medicinski fakulteti Univerze v Ljubljani je nosilka izbirnega predmeta na doktorskem študiju. Mednarodno deluje kot raziskovalka in vabljen strokovnjakinja v razvojne in raziskovalne projekte. Državam v razvoju pomaga pri vzpostavitvi mednarodno primerljivega sistema izobraževanja v zdravstveni negi, trenutno deluje v Bosni in Hercegovini ter Kirgiziji.

Factors Influencing Retention of Novice Nurses in the Profession

Research Question (RQ): The needs of modern society for nursing services are increasing. The self-sufficiency of the nursing workforce is defined in the Global Human Resources Strategy, but the strategies are not integrated at the national level. Increased workloads of nursing employees are associated with leaving the profession and reduced interest for studying. The COVID-19 pandemic has only exacerbated the situation of the nursing workforce. According to the National Register of Nursing and Midwifery Care Providers of Slovenia, only 76% of nursing graduates applied for a licence within one year of completing their studies, and 12% did not get a job in health care in the first year. An important factor for the completion of studies is academic motivation, as high academic motivation influences career goals and determination regarding career choices. The concept of career determination is based on socially cognitive career theory. According to this theory, career decision-making is determined by individual and environmental factors. Research shows that those who make more decisive career decisions are more likely to get longer-term employment in their chosen area of expertise and more significant career opportunities. The research question is: What is the level of academic motivation and career determination of nursing students in Slovenia?

Purpose: The purpose of the research is to investigate the academic motivation and career determination of students and nursing graduates and their effect on the intention to find employment in health care. The goal is to identify and assess the strength of various factors that influence academic motivation and career determination in full-time nursing students in higher education institutions in Slovenia.

Method: A mixed research approach will be employed to collect quantitative and qualitative data. In the quantitative part of the cross-sectional survey, a questionnaire will be used. In the qualitative part, data will be collected through interviews in several focus groups. 3rd year students and graduates of full-time higher education nursing study will be invited to participate in the research. For the quantitative part of data collection, the method of census will be used in all eight educational institutions in Slovenia. For data collection, the NURS Academic Motivation Scale (2020) and the Career Determination Scale will be employed.

Results: Research will yield results on different types of motivation, from amotivation to different types of external motivation and internal (purely self-determining) motivation, intrinsic motivation (desire to know, desire to master and desire to experience stimulation), and external motivation (external regulation, introductory balancing, identified regulation).

The scale of career determination will reveal the magnitude of determination for a career. All scales have already been used, data on their reliability are accessible. Research limitations include substantive validity, so a pilot survey and a double translation of English language scales will be carried out, and in ensuring a high enough response rate. Research findings will be important for health decision-makers/stakeholders, healthcare professionals, and educational institutions in designing national strategies for retaining nurses in the profession.

Organization: A lack of nurses in healthcare organizations makes this research important for educational institutions in the field of nursing, as well as for decision-makers, health policy and strategy makers for retaining nurses in the profession and ensuring appropriate working conditions, career development opportunities, and interprofessional respect.

Society: With a long-lived society, the need for nursing service and for more nurses is increasing. An adequate number of nurses affects the quality and safety of provided services.

Originality: The research will be the first in Slovenia, carried out on a sample of Slovenian students, to identify the factors of academic motivation and career determination which are crucial for understanding the retention of young people in the nursing profession.

Limitations / further research: The literature review will include time-limit articles and cover studies published between 2019 and 2024. Only articles in Slovenian and English will be included.

Keywords: nursing care, students, leaving the profession, academic motivation, career determination, education, strategy, retention.

Anita Prelec: After completing her education at the University of Ljubljana, she obtained the title of registered nurse. Since 1990 she has been employed at the University Medical Centre Ljubljana, Department of Perinatology, since 2002 as Head of the Labour Ward. In 2013, she completed her master's degree in midwifery at Glasgow Caledonian University. From 2012 to 2020 she was a board member of the European Midwives Association. As a senior lecturer, she is involved in the higher education study programme midwifery at the Faculty of Health Sciences at the University of Ljubljana and in the higher education study programme nursing at the Faculty of Health Care Angela Boškin. Since 2016, she has been employed at the Nursing and Midwives Association of Slovenia as a Chief Executive Officer. She has published more than 170 research papers in Cobiss. She is a PhD student at the Angela Boškin Faculty of Health Care.

Brigita Skela Savič: Holds PhD in Human Resources Management, habilitated at University of Primorska as a higher education lecturer and researcher. Since 2007, she has been employed at the Angela Boškin Faculty of Health Care. She holds courses in research methods, evidence-based work and management in health care at all three Bologna levels. The thematic areas of her research work include health management, long-lived society, health promotions and elements of professionalization of health professions. She is the instructor for an elective subject at the Faculty of Medicine, University of Ljubljana. She works internationally as a researcher and invited expert in R&D projects and helps developing countries establish an internationally comparable nursing education system. Currently, she is active in Bosnia and Herzegovina and in Kyrgyzstan.

Produktivnost dela skozi prizmo bibliometrične analize

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Raziskovalno vprašanje (RV): Kako se je koncept 'produktivnost dela' razvijal skozi čas? Katera so trenutno najbolj pereča področja v okviru prizadevanja za povečevanje produktivnosti dela in kaj lahko v tem kontekstu pričakujemo v prihodnosti?

Namen: Prispevek ima namen identificirati trende v okviru produktivnosti dela in predstaviti možne smeri razvoja koncepta v prihodnosti.

Metoda: Uporabljena je bibliometrična analiza (in sicer analiza 'co-occurrence' in 'coupling') 13.568 znanstvenih člankov iz baze Web of Science.

Rezultati: Avtorja kot najbolj verjetno izpostavljata možnost, da se bo preučevani koncept produktivnosti dela v prihodnosti povezal z idejo transhumanizma, ki zasleduje idejo povezovanja človeka in inovacij na področju umetne inteligence.

Organizacija: Predstavljeni bodo ključni dejavniki, ki bodo v prihodnosti omogočali dvig produktivnosti dela in bodo predstavljali potencialni vir strateške konkurenčne prednosti za organizacije.

Družba: Omogočen bo uvid v dejavnike konkurenčnosti na trgu dela.

Originalnost: Podobna raziskava še ni bila izvedena.

Omejitve/nadaljnje raziskovanje: Predlagamo nadaljnje raziskovanje ključnih konceptov na področju ekonomike poslovanja, ki so povezani s produktivnostjo dela.

Ključne besede: ekonomika poslovanja, produktivnost, delo, transhumanizem.

Fabijan Leskovec je diplomiral na področju agronomije na Biotehniški fakulteti Univerze v Ljubljani in magistriral na področju poslovnih ved na Ekonomski fakulteti Univerze v Ljubljani. Sodeloval je v dveh raziskovalnih projektih s področja organizacije in managementa (Omejitve agilnega dela: Preučevanje učinkov agilnosti na spanje in inovativnost ter Oblikovanje organizacije v digitalni dobi) ter trenutno opravlja doktorsko raziskavo s področja inovativnosti v luči heterogenosti in odprtosti razvojnih oddelkov. Zaposlen je kot asistent na Ekonomski fakulteti Univerze v Ljubljani.

Bibliografija: https://bib.cobiss.net/bibliographies/si/webBiblio/bib301_20240218_102614_53969.html.

Igor Ivašković je diplomiral na področju ekonomije, prava, zgodovine, južnoslovanskih jezikov in književnosti ter pedagogike in andragogike, doktoriral je na področju, zgodovine, prava, poslovnih ved in politologije ter je trenutno zaposlen na Ekonomski fakulteti Univerze v Ljubljani.

Bibliografija: https://bib.cobiss.net/bibliographies/si/webBiblio/bib201_20240218_101125_34866.html.

Work productivity through the prism of bibliometric analysis

Research Question (RQ): How has the concept of 'work productivity' evolved over time? What are the currently most pressing areas in efforts to increase work productivity, and what can we expect in this context in the future?

Purpose: The article aims to identify trends in work productivity and present possible directions for the development of the concept in the future.

Method: Bibliometric analysis (specifically co-occurrence and coupling analysis) of 13,568 scientific articles from the Web of Science database.

Results: The authors highlight the possibility that the concept of work productivity will likely merge with the idea of transhumanism in the future, which advocates for the integration of humans and innovations in artificial intelligence.

Organization: Key factors will be presented which will enable the future increase in work productivity and will represent a potential source of strategic competitive advantage for organizations.

Society: Insight into competitiveness factors in the labour market will be provided.

Originality: A similar study has not yet been conducted.

Limitations / further research: We propose further research into key concepts in the field of business economics related to work productivity.

Keywords: business economics, productivity, work, transhumanism.

Fabijan Leskovec graduated in agronomy at the Biotechnical Faculty of the University of Ljubljana and obtained a master's degree in business studies at the Faculty of Economics and Business, University of Ljubljana. He participated in two research projects in the field of organization and management (Limitations of Agile Work: Exploring the Effects of Agility on Sleep; Innovation and Organizational Design in the Digital Age) and is currently conducting doctoral research on innovation in the light of heterogeneity and openness of development departments. He is employed as an assistant at the Faculty of Economics and Business, University of Ljubljana. Bibliography: https://bib.cobiss.net/bibliographies/si/webBiblio/bib301_20240218_102614_53969.html.

Igor Ivašković graduated in the fields of economics, law, history, South Slavic languages and literature, as well as pedagogy and andragogy. He obtained his doctorate in the fields of history, law, business studies, and political science and is currently employed at the Faculty of Economics and Business, University of Ljubljana. Bibliography: https://bib.cobiss.net/bibliographies/si/webBiblio/bib201_20240218_101125_34866.html.

Monitoring tehnoloških procesov v avtomobilski industriji (preliminarni rezultati)

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Raziskovalno vprašanje: Kakšna je povezanost med tehnološkimi kazalniki procesne zmožnosti (Cpk) in kazalnikom učinkovitosti opreme (OEE) ter finančnim kazalnikom donosnosti naložb (ROI)?

Namen: Namen raziskave je bil izboljšati razumevanje in obvladovanje ključnih kazalnikov uspešnosti (Cpk, OEE in ROI) na primeru podjetja v avtomobilski industriji. Cilj raziskave je razviti orodje za natančno nadzorovanje sistema poslovnih in tehnoloških procesov (PTP) vključno z analizo procesov priprave in montaže ter določitvijo merljivih kazalnikov uspešnosti.

Metoda: Raziskava je temeljila na študiji primera, ki je vključevala analizo podatkov, uporabo sistema za merjenje Cpk ter vodenje dnevnika za sledenje dogodkom. Teoretični okvir se opira na merjenje procesne tehnološke uspešnosti in njeno povezanost s finančnimi rezultati.

Rezultati: V tretji fazi optimizacije so bili zabeleženi znatno izboljšani kazalniki, vključno z višjimi vrednostmi Cpk, OEE in ROI. Ti izboljšani kazalniki so privedli do skladnosti z zahtevami specifikacij končnih izdelkov in hkrati povečali operativno učinkovitost proizvodnje. Avtomatizacija meritev je omogočila hitro zaznavo odstopanja v procesih in prilagajanje meritev v realnem času.

Organizacija: Raziskava predstavlja pomemben prispevek k razumevanju kompleksnih povezav med tehnološkimi kazalniki, finančno uspešnostjo ter OEE na primeru podjetja v avtomobilski industriji.

Družba: Preliminarni rezultati raziskave že dajejo pomemben prispevek za podjetje, saj poudarjajo ključno vlogo sistema za merjenje poslovne in tehnološke uspešnosti ter avtomatizacije pri izboljšanju operativne učinkovitosti. S tem lahko podprejo izboljšano obvladovanje procesov ter dodajo vrednost družbeni odgovornosti in varstvu okolja.

Originalnost: Izvirnost raziskave izvira iz poudarka na procesni tehnološki uspešnosti in avtomatizaciji meritev, ki sta ključna za današnjo industrijo. Kazalniki so izjemno pomembni v poslovnih in tehnoloških procesih, saj pomagajo pri spremljanju uspešnosti in učinkovitosti procesov in njihovem izboljševanju. Vendar pa izbira pravih kazalnikov zahteva veliko raziskav. S predmetno raziskavo je bilo ugotovljeno, da ni veliko uporabne literature, ki bi povezala tehnološke procese s poslovnimi. V doktorski disertaciji je opisan sistem za management in monitoring poslovnih in tehnoloških procesov, ki omogoča učinkovitejše in natančnejše merjenje poslovnih in tehnoloških procesov. Disertacija predstavlja vpogled v izbor pravih kazalnikov in njihovo uporabo v proizvodnih procesih. Poudarek disertacije je na optimizaciji poslovnih in tehnoloških procesov s pomočjo ustreznih kazalnikov za »uspešnost«.

Omejitve/nadaljnje raziskovanje: Omejitve raziskave se navezujejo na pristop uporabe študije primera ter na časovne in finančne omejitve. Za nadaljnje raziskave se priporoča poglobljanje v korelacije med kazalniki procesne tehnološke uspešnosti in finančnimi rezultati ter razširitev raziskave na druge industrije.

Ključne besede: merjenje, poslovni procesi, tehnološki procesi, kazalniki uspešnosti, Cpk (procesna zmogljivost), OEE (skupna učinkovitost opreme), ROI (donosnost naložb), sistem za monitoring, avtomobilska industrija.

Robert Pavlin je izkušen strokovnjak za menedžment projektov in upravljanje timov z magisterijem strojništva ter več kot dvajsetletnimi izkušnjami v gospodarstvu. Trenutno zaključuje doktorski študij na področju menedžmenta. Njegove kompetence obsegajo menedžment projektov, inženiring, inovacije in strojništvo. Robert je prepoznan kot vizionar, ki oblikuje uspešne ekipe in navdihuje sodelavce na vseh ravneh organizacije. S svojim znanjem in izkušnjami prispeva k uspehu organizacij, ki sledijo odličnosti in trajnostni rasti, ter je izjemno učinkovit pri doseganju odličnih rezultatov, sprejemanju strateških odločitev in učinkoviti komunikaciji.

Aleksander Janež je izredni profesor za področje menedžmenta na Fakulteti za management, Univerze na Primorskem. Njegovo projektno delo obsega vodenje in sodelovanje pri več kot 35 strokovnih in znanstvenih projektih v gospodarstvu in visokem šolstvu. Je izkušen strokovnjak in raziskovalec na mestu programskega direktorja magistrskega študija Management. Njegove strokovne in raziskovalne izkušnje in interesi vključujejo različne perspektive sistemov projektnega vodenja in merjenja poslovanja, (zelenih, modrih, trajnostnih) poslovnih modelov in upravljanja poslovnih procesov ter orodij upravljanja na področju digitalizacije in menedžmenta procesov, inkluzivnega izobraževanja in veščin ter mladih in medijev. Njegova bibliografija na področju menedžmenta in organizacijskih ved obsega 215 del od tega 90 znanstvenih del.

Monitoring Technological Processes in Automotive Industry (preliminary results)

Research Question: What is the relationship between the technological indicators Cpk and OEE and the financial indicator ROI?

Purpose: The purpose of the study was to enhance the understanding and management of key performance indicators (Cpk, OEE, and ROI) in the automotive industry. The research aimed to develop a tool for precise monitoring of the PTP system in the automotive industry, including the analysis of preparation and assembly processes and the determination of measurable performance indicators.

Background and Originality: The purpose of this research was to enhance the understanding and management of key performance indicators (Cpk, OEE, and ROI) in the automotive industry. The uniqueness of the research stems from its emphasis on process technological performance and the digitization of measurements, both of which are crucial in today's industry.

Method: The study was based on a case study approach, involving data analysis, the utilization of the Cpk measurement system, and the maintenance of a tracking log. The theoretical framework relies on measuring process technological performance and its impact on financial outcomes.

Results: In the third phase of optimization, significant improvements were recorded, including higher values of Cpk, OEE, and ROI. These improved indicators led to compliance with product specification requirements and simultaneously increased the operational efficiency of production. Automation of measurements enabled rapid detection of deviations in processes and real-time adjustment of measurements.

Society: Preliminary research results already provide a significant contribution to the automotive industry by emphasizing the crucial role of measuring business and technological performance systems and automation in improving operational efficiency. This can support enhanced process management and add value to social responsibility and environmental protection.

Limitations/Further Research: Limitations of the research include constraints related to the case study, time, and finances. For further research, it is recommended to delve into correlations between process technological performance indicators and financial outcomes and extend the study to other industries.

Keywords: measurement, business processes, technological processes, performance indicators, Cpk (process capability), OEE (overall equipment efficiency), ROI (return on investment), monitoring system, automotive industry.

Robert Pavlin is an experienced expert in project management and team leadership, holding a master's degree in mechanical engineering and boasting over two decades of experience in the business sector. Currently, he is in the final stages of completing his doctoral studies in management. His competencies include project management, engineering, innovation, and mechanical engineering. Recognized as a visionary, Robert shapes successful teams and inspires colleagues at all levels of the organization. With his knowledge and expertise, he contributes to the success of organizations that strive for excellence and sustainable growth. He excels in achieving outstanding results, making strategic decisions, and facilitating effective communication.

Aleksander Janež is an associate professor specializing in management at the Faculty of Management, University of Primorska. His project work includes leading and collaborating on more than 35 professional and scientific projects in the business and higher education sectors. As an experienced professional and researcher, he serves as the Program Director for the Master's program in Management. His professional and research experiences and interests encompass various perspectives on project management systems and performance measurement, (green, blue, sustainable) business models, business process management, and tools in the areas of digitization and process management. Additionally, he is involved in inclusive education, skills development, youth, and media. His bibliography in the field of management and organizational sciences includes 215 works, of which 90 are scientific publications.

Etične dileme uporabe umetne inteligence v visokošolskem kontekstu

Nadia Molek

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Raziskovalno vprašanje (RV): Uporaba tehnologije UI, zlasti velikih jezikovnih modelov, kot je orodje ChatGPT, je prinesla prelomne spremembe na različna področja, tudi v visokošolsko izobraževanje. S tem se odpirajo vprašanja etike pri uporabi UI orodij v akademskem prostoru. Zato raziskujemo: RV1) kateri so glavni etični izzivi in dileme pri uporabi klepetalnih robotov, kot je ChatGPT, v visokošolskem izobraževanju?; in RV2) katere usmeritve predlagajo predavatelji in univerze za pravično, etično in pregledno vključevanje UI kot izobraževalnega orodja?

Namen: Cilj prispevka je identificirati osrednje etične izzive in dileme, povezane z uporabo UI orodij, ki se opirajo na velike jezikovne modele (npr. ChatGPT); predlagati usmeritve za etično in odgovorno uporabo teh tehnologij v akademskem prostoru; in prispevati k diskusiji o etiki UI v izobraževanju ter poudariti potrebo po dodatnih raziskavah na tem področju.

Metoda: Članek je teoretičen in temelji na pregledu obstoječe literature, smernic in virov, ki obravnavajo etiko UI v visokošolskem izobraževanju.

Rezultati: Raziskava odkriva večdimenzionalne etične izzive, povezane z UI, kot so vprašanja transparentnosti, zasebnosti, lastništva podatkov, akademske poštenosti in vpliva na kakovost učenja. Ponujene so specifične usmeritve za etično uporabo UI v pedagoške namene in raziskovanje na univerzah. Izpostavljena je potreba po izobraževanju pedagogov in študentov ter po nadaljnjih raziskavah na tem področju.

Organizacija: Raziskava poudarja ključne etične izzive, s katerimi se srečujejo visokošolske ustanove in predavatelji pri uvajanju UI orodij v izobraževalni proces. Prispeva k razmišljanju o dolgoročnih učinkih UI na kakovost poučevanja in učenja ter na vpliv na organizacijsko kulturo na univerzah.

Družba: Prispevek odpira pomembno razpravo o etiki UI v izobraževanju in spodbuja k razmišljanju o družbenih učinkih teh tehnologij, osvešča o pomenu transparentnosti, zasebnosti podatkov in enakopravnega dostopa. Lahko vpliva na oblikovanje javnih politik na tem področju.

Originalnost: Prispevek celostno obravnava etične dileme uporabe UI v izobraževalnem kontekstu z vidika organizacijske antropologije. Prispeva k sintezi obstoječega znanja in praktičnih implikacij.

Omejitve/nadaljnje raziskovanje: Zaradi nenehnega razvoja fenomena so potrebne dodatne raziskave o dejanskem učinku in izkušnjah z uporabo UI v praksi.

Ključne besede: umetna inteligenca; visokošolske organizacije; smernice za uporabo umetne inteligence; izobraževalna tehnologija; ChatGPT, akademska integriteta, etično upravljanje umetne inteligence v izobraževanju; organizacijska antropologija.

Nadia Molek je doktorirala iz antropologije na Univerzi v Buenos Airesu leta 2022. Diplomirala in pridobila učiteljsko izobrazbo na isti fakulteti je leta 2012. V svoji karieri je opravljala raziskovalno in učiteljsko delo na Universidad Pedagógica Nacional (Argentina) in Universidad del Salvador (Argentina). Sodelovala je v različnih raziskovalnih projektih na Univerzi v Buenos Airesu, Univerzi v Ljubljani, Nacionalni pedagoški univerzi in FOŠ, pri čemer se je osredotočala na teme, kot so procesi migracije, identiteta in spomin, transnacionalizem, medetnični odnosi in vpliv novih tehnologij na procese identitete. Nedavno je svoj fokus preusmerila k raziskovanju na področju organizacijske in izobraževalne antropologije. Njena trenutna raziskava se osredotoča na trajnostno vključevanje umetne inteligence v organizacije z antropološkega vidika.

Ethical dilemmas of using artificial intelligence in a higher education context

Research Question (RQ): The use of AI technology, especially large language models like the ChatGPT tool, has brought groundbreaking changes to various fields, including higher education. This opens up ethical questions regarding the use of AI tools in the academic space. Therefore, we investigate: RQ1) What are the main ethical challenges and dilemmas in using chatbots like ChatGPT in higher education? and RQ2) What guidelines do lecturers and universities propose for the fair, ethical, and transparent incorporation of AI as an educational tool?

Purpose: The aim of this contribution is to identify the central ethical challenges and dilemmas associated with the use of AI tools based on large language models (e.g., ChatGPT); to propose guidelines for the ethical and responsible use of these technologies in the academic space; and to contribute to the discussion on AI ethics in education, highlighting the need for further research in this area.

Method: The article is theoretical and based on a review of existing literature, guidelines, and sources addressing AI ethics in higher education.

Results: The research reveals multidimensional ethical challenges associated with AI, such as issues of transparency, privacy, data ownership, academic honesty, and the impact on the quality of learning. Specific guidelines are offered for the ethical use of AI for pedagogical purposes and research at universities. The need for educating educators and students and for further research in this area is highlighted.

Organization: The research emphasizes the key ethical challenges faced by higher education institutions and lecturers in introducing AI tools into the educational process. It contributes to thinking about the long-term effects of AI on the quality of teaching and learning and its impact on the organizational culture at universities.

Society: The contribution opens an important debate on AI ethics in education and encourages reflection on the social effects of these technologies, raising awareness of the importance of transparency, data privacy, and equitable access. It can influence the shaping of public policies in this area.

Originality: The contribution comprehensively addresses the ethical dilemmas of using AI in an educational context from the perspective of organizational anthropology. It contributes to a synthesis of existing knowledge and practical implications.

Limitations / further research: Due to the ongoing development of the phenomenon, additional research is needed on the actual effects and experiences of using AI in practice.

Keywords: Artificial intelligence; higher education organizations; guidelines for the use of artificial intelligence; educational technology; ChatGPT; academic integrity; ethical management of artificial intelligence in education; organizational anthropology.

Nadia Molek holds a Ph.D. in Anthropology from the University of Buenos Aires, awarded in 2022. She obtained her bachelor's and teaching degrees in the same field at the same institution in 2012. Throughout her career, she has held research and teaching roles at the Universidad Pedagógica Nacional (Argentina) and the Universidad del Salvador (Argentina). Nadia has been involved in various research projects at the University of Buenos Aires, the University of Ljubljana, the National Pedagogical University, and FOŠ, with a focus on topics such as migration processes, identity, and memory, transnationalism, interethnic relations, and the impact of new technologies on identity processes. Recently, she has shifted her focus towards conducting research in the field of organizational and educational anthropology. Her current research is focused on the sustainable process of inclusion of artificial intelligence in organizations from an anthropological perspective.

Dejavniki menedžmenta znanja kot gradniki kakovosti zdravstvenega sistema

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Raziskovalno vprašanje (RV): Kateri so dejavniki menedžmenta znanja, ki vplivajo na kakovost obravnave uporabnikov zdravstvenega sistema?

Namen: Namen raziskave je bil opraviti pregled domače in tuje strokovne literature, v kateri so avtorji obravnavali vpliv dejavnikov menedžmenta znanja na kakovost obravnave v zdravstvenih sistemih.

Metoda: Izveden je bil pregled domače in tuje strokovne literature v bazah podatkov Scopus, Cinahl, ScienceDirect in ProQuest v katerih smo poiskali prosto dostopne znanstvene članke in doktorske disertacije. Doktorske disertacije iz slovenskega jezikovnega področja smo poiskali v repozitorijih Univerze na Primorskem, Univerze v Ljubljani, Univerze v Mariboru ter v elektronski knjižnici Fakultete za organizacijske študije v Novem mestu, medtem, ko smo doktorske disertacije v angleškem jeziku poiskali v bazi PQDT Open. Evidentirali smo 201 članek in 61 doktorskih disertacij, za kar smo uporabili PRISMA diagram. Po fazi presejanja smo pregledali 27 polnih besedil z namenom opredelitve ključnih dejavnikov menedžmenta znanja in njihov vpliv na kakovost obravnave uporabnikov zdravstvenega sistema.

Rezultati: Ugotovili smo, da uporaba dejavnikov menedžmenta znanja prispeva k produktivnejšemu in učinkovitejšemu delu v zdravstvenem sistemu. Prav tako dejavniki menedžmenta znanja pozitivno vplivajo na uvajanje izboljšav, delovno uspešnost, zadovoljstvo pri delu in kakovost zdravstvene oskrbe. Identificirali smo naslednje ključne

dejavnike menedžmenta znanja, ki vplivajo na kakovost obravnave uporabnikov v zdravstvenem sistemu: ustvarjanje znanja, izmenjava znanja, uporaba znanja in shranjevanje znanja.

Organizacija: Izidi iz naše raziskave so uporabni tako za lastnike kot tudi za menedžerje v zdravstvenih ustanovah, ki si nenehno prizadevajo za izboljšanje pogojev dela in boljše kakovost zdravstvene obravnave.

Družba: Teorija in praksa na področju obvladovanja zdravstvene dejavnosti nenehno napredujeta, zato je skrb za menedžment znanja nujno potrebna in družbeno koristna. Zagotavljanje visoke kakovosti zdravstvenih storitev ima družbeni pomen, saj na ta način zagotavljamo aktivno populacijo v visoko starost in zagotavljamo hitro odzivanje v celotnem zdravstvenem sistemu na potrebe populacije.

Originalnost: Po pregledu obstoječe literature avtorji niso zaznali pregleda empiričnih raziskav o vplivu dejavnikov menedžmenta znanja na kakovost obravnave uporabnikov zdravstvenega sistema.

Omejitve/nadaljnje raziskovanje: Raziskovanje je bilo omejeno na članke, objavljene v preteklih desetih letih (od 2014 do 2023), v katerih so avtorji raziskovali modele menedžmenta znanja in vpliv dejavnikov menedžmenta znanja na kakovost storitev na področju zdravstvene dejavnosti. V pregled so bili vključeni le prosto dostopni članki, izključeni so bili članki, ki so obravnavali pregled literature na to temo

Ključne besede: dejavniki, kakovost obravnave, menedžment znanja, uporabniki, zdravstvo.

Tadeja Krišelj je zaposlena kot diplomirana medicinska sestra za področje ran, stom in kontinence (enterostomalna terapevtka) v Svetovalni službi zdravstvene nege Univerzitetnega kliničnega centra Ljubljana (UKCL). Po zaključku študija na Visoki šoli za zdravstvo v Ljubljani, se je leta 2000 vpisala na Fakulteto za organizacijske vede Univerze v Mariboru, kjer je leta 2003 diplomirala s področja kadrovskega managementa. S predavanji in učnimi delavnicami sodeluje na različnih strokovnih srečanjih in pri izobraževalnih dogodkih v Sloveniji in v tujini na področju ran, stom in inkontinence. Vključena je v pripravo strokovnih standardov in protokolov znotraj UKCL in tudi v slovenskem prostoru. Sodelovala je pri oblikovanju strokovnih smernic s področja oskrbe kroničnih in akutnih ran v okviru Ministrstva za zdravje, aktivno je vključena v pripravo Klinične specializacije s področja ran, stom in kontinence. Od leta 2020 je vodja Funkcionalnega izobraževanja s področja ran, stom in kontinence (Šole enterostomalne terapije), ki poteka pod okriljem Mednarodnega združenja enterostomalnih terapevtov.

Mirko Markič je doktoriral na Fakulteti za organizacijske vede Univerze v Mariboru s področja organizacijskih ved na temo inoviranja. Po dvanajstih letih delovanja v avtomobilski industriji se je zaposlil na Fakulteti za menedžment Univerze na Primorskem. Je redni profesor za področje menedžmenta in znanstveni svetnik ter vodja ali član 17 raziskovalnih projektov in projektov z gospodarstvom. Njegova bibliografija obsega več kot 690 enot s področja upravnih in organizacijskih ved ter javnega zdravstva (varstvo pri delu).

Tamara Štemberger Kolnik je doktorirala na UP Pedagoški fakulteti iz področja zdravstvene pismenosti. Na Fakulteti za management, Univerze na Primorskem, je magistrirala leta 2008. Je diplomirana medicinska sestra s

Raziskovanje in akademska odličnost: zbornik povzetkov

30 let delovnih izkušenj v kliničnem okolju, ker je pretežno delala na področju promocije zdravja ter na vodilnih delavnih mestih kot vodja zdravstveno vzgojnega centra, pomočnica direktorja za zdravstveno nego in direktorica zdravstvenega doma. Od leta 2008 se vključuje v študijski proces na področju zdravstvene nege in je od leta 2021 polno zaposlena na Fakulteti za zdravstvene vede v Celju kot prodekanja za raziskovanje. Kot sodelujoča in kot vodja projekta je sodelovala na mednarodnih in nacionalnih projektih. Njena bibliografija zajame več kot 340 enot.

Knowledge Management Factors as Building Blocks of Health System Quality

Research Question (RQ): Which factors of knowledge management have impact on the quality of the healthcare system?

Purpose: The purpose of the research was to conduct a review of domestic and foreign literature, about the influence of knowledge management factors on the quality in healthcare system.

Method: Literature was searched in Scopus, Cinahl, ScienceDirect and ProQuest databases, we included available scientific articles and doctoral dissertations. Doctoral dissertations from the Slovenian language were searched in the repositories of the University of Primorska, University of Ljubljana, University of Maribor and in the electronic library of the Faculty of Organizational Studies in Novo Mesto, while doctoral dissertations in English were searched in the PQDT Open database. We founded 201 articles and 61 doctoral theses, for presentation we used the PRISMA diagram. After the screening, we reviewed 27 full texts with the aim of defining the key factors of knowledge management and their impact on the quality of the health system.

Results: We found that the use of knowledge management factors contributes to more productive and efficient work in the healthcare system. Knowledge management factors have also a positive effect on the introduction of improvements, work performance, job satisfaction and the quality of health care. We have identified the following key factors of knowledge management that have influence on the quality of the healthcare system: knowledge creation, knowledge sharing, knowledge use and knowledge storage.

Organization: The results of our research are useful for owners and managers in healthcare institutions, who are constantly striving to improve working conditions and better quality of healthcare. Society: Theory and practice in healthcare are constantly advancing, making the care for knowledge management crucial and socially beneficial. Providing high-quality health services has social benefit, as this way we help an active population improve quality of live in old age and ensure a quick response in the entire health system to the needs of the population.

Originality: With literature review, the authors did not find a review of empirical research on the influence of knowledge management factors on the quality of health care system.

Limitations / further research: The research was limited to articles published in the past ten years (from 2014 to 2023), in which the authors investigated knowledge management models

and the impact of knowledge management factors on the quality of services of healthcare. Only articles with open access were included in the review, articles dealing with a literature review on this topic were excluded.

Keywords: factors, quality of care, knowledge management, users, healthcare.

Tadeja Krišelj is employed as a registered nurse in the field of wounds, ostomies and continence (enterostomal therapist) in the Nursing Advisory Service of the University Medical Centre Ljubljana (UMCL). After completing studies at the University of Health Sciences in Ljubljana, she studied on the Faculty of Organizational Sciences of the University of Maribor, where she graduated in 2003 in the field of human resource management. With lectures and educational workshops, she participates in various professional meetings and educational events in Slovenia and also in Europe. She is involved in the development of professional standards and protocols within UMCL and also in Slovenia. She participated in the creation of professional guidelines for the care of chronic and acute wounds within the framework of the Ministry of Health, and is actively involved in the preparation of the Clinical Specialization in the field of wounds, ostomies and continence. Since 2020, she has been the head of Functional Education in the field of wounds, ostomies and continence (School of Enterostomal Therapy), which is held under the supervision of the World Council of Enterostomal Therapists.

Mirko Markič obtained his Ph.D. at the Faculty of Organizational Sciences, University of Maribor, in the field of organizational sciences, focusing on innovation. After twelve years of experience in the automotive industry, he joined the Faculty of Management, University of Primorska. He is an university professor of management sciences, a scientific advisor, and the head or member of 17 research projects and projects with the industry. His bibliography comprises more than 690 units in the fields of administrative and organizational sciences, as well as public health (occupational health).

Tamara Štemberger Kolnik obtained her Ph.D. in Health Literacy area at the Faculty of Education at the University of Primorska. She completed her master's degree at the Faculty of Management, University of Primorska, in 2008. She has 30 years of work experience as registered nurse in different clinical settings. Her professional interest is predominantly focused on health promotion, leadership positions such as head of a health education centre, assistant director for nursing, and director of a primary health centre. Since 2008, she has been actively involved in the field of nursing education and has been employed full-time since 2021 as the vice - dean for Research at the Faculty of Health Sciences in Celje. She has participated as a collaborator and project leader in various international and national projects. Her bibliography comprises over 340 entries.

Gradniki kakovosti enterostomalne terapije v zdravstvenem sistemu: pregled literature

Anita Jelar

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Raziskovalno vprašanje (RV): Kateri so gradniki kakovosti enterostomalne terapije, ki vplivajo na zdravstveno obravnavo pacientov z rano, stomo, kontinenco?

Namen: Namen raziskave je bil pregled domače in tuje strokovne literature, v kateri avtorji raziskujejo gradnike kakovosti enterostomalne terapije v zdravstvenem sistemu.

Metoda: Raziskava temelji na pregledu domače in tuje strokovne in znanstvene literature. Iskanje strokovnih in znanstvenih člankov odprtega tipa je potekalo po bazah Cobiss, Elsevier, PubMed, Scopus. Časovni okvir iskanja literature so bili prispevki od leta 2020 do leta 2024. Evidentirali smo 311 prispevkov. Zbiranje podatkov je potekalo po smernicah standarda PRISMA. Po izločitvenih kriterijih, je bilo obravnavanih 17 člankov.

Rezultati: Na podlagi pregleda literature smo opredelili gradnike kakovosti enterostomalne terapije in njihov vpliv na zdravstveno obravnavo pacientov z rano, stomo, kontinenco. Identificirali smo naslednje gradnike: povečanje kakovosti zdravstvene obravnave pacientov in s tem vpliv na boljšo kakovost življenja pacientov, učenje, mentoriranje, multidisciplinaren pristop. Kot posledica vpliva gradnikov v zdravstvenih zavodih, pa so navedeni vplivi v zmanjšanju stroškov pri zdravstveni obravnavi pacienta, kar ima vpliv na menedžment zdravstvenih zavodov.

Organizacija: Pregled rezultatov je opredelil gradnike kakovosti enterostomalne terapije in njihov vpliv na zdravstveno obravnavo pacienta z rano, stomo, kontinenco, kot tudi na menedžment zdravstvenih zavodov.

Družba: Del sistema celovite kakovosti zdravstvene oskrbe je tudi zadovoljevanje zdravstvenih potreb posameznika. Pridobljene rezultate lahko vodstvo zdravstvenih zavodov uporabi pri zaposlovanju enterostomalnih terapevtov in urejanju kadrovskih normativov.

Originalnost: Po pregledu obstoječe literature ni bilo zaznati prispevka, napisanega s strani slovenskega avtorja, o gradnikih kakovosti enterostomalne terapije.

Omejitve/nadaljnje raziskovanje: Raziskovanje je bilo omejeno le na prispevke, kjer so avtorji raziskovali gradnike enterostomalne terapije in vpliv gradnikov enterostomalne

terapije na kakovost življenja pacientov in na vpliv menedžmenta v zdravstvenih zavodih. V pregled so bili vključeni samo prosto dostopni članki s faktorjem vpliva.

Ključne besede: kakovost, gradniki, zdravstvena nega, stoma, inkontinenca, rana, enterostomalni terapevt.

Anita Jelar je po izobrazbi dipl. babica, ki je leta 2016 magistrirala na Fakulteti za organizacijske vede Univerze v Mariboru. Od leta 2002 je zaposlena v Univerzitetnem kliničnem centru Ljubljana (UKCL). V študijskem letu 2006/2007 je opravila dodatno funkcionalno izobraževanje iz enterostomalne terapije. Na Ginekološki kliniki je opravila tudi izobraževanje za notranjega presojevalca po ISO 9001. Od leta 2007 do leta 2020 je opravljala funkcijo vodje oddelka na Kliničnem oddelku za ginekologijo in bila hkrati enterostomalni terapevt Ginekološke klinike. Od leta 2020 je zaposlena v Svetovalni službi zdravstvene nege (UKCL), kot enterostomalni terapevt. S predavanji in učnimi delavnicami sodeluje na strokovnih srečanjih v Sloveniji in tujini. Je članica izvršnega odbora Sekcije medicinskih sester v enterostomalni terapiji in je soavtor dokumenta Poklicne kompetence in aktivnosti na področju zdravstvene nege in obravnave pacienta z rano, stomo in kontinenco. Od leta 2020 je članica odbora medicinskih sester v Mediterranean incontinence and pelvic floor society (MIPS).

Building blocks of quality in enterostomal therapy in health care system: literature review

Research Question (RQ): What are the building blocks of quality in enterostomal therapy, which affect health care treatment of patients with wound, ostomy and continence?

Purpose: The purpose of the research was to conduct a review of domestic and foreign literature, where the authors research about the building blocks of quality in enterostomal therapy in health care system.

Method: Research is based on a review of domestic and foreign professional and scientific literature. Search for open-type professional and scientific literature was in databases: Cobiss, Elsevier, PubMed, Scopus. The research was limited to articles, published from 2020 to 2024. We defined the search time frame from 2020 to 2024. We founded 311 articles, for presentation we used the PRISMA diagram. Twenty-five articles were included.

Results: Based on a literature review, we defined building blocks of quality in enterostomal therapy and their influence on healthcare treatment of patients with wound, ostomy and continence. We identify the following building blocks: improving the quality of patient care and thereby improving the quality of life of patients, teaching, mentoring, multidisciplinary approach. As a consequence of building blocks of quality in enterostomal therapy in health care institutions, they exposed the influence in cost reduction, which is important for management.

Organization: The review defined building blocks of quality in enterostomal therapy and their influence on health care treatment of patients with wound, ostomy and continence and also on management of health care institutions.

Society: The part of the quality health care and treatment is also to take care of patient needs. The research can be useful for human resource management.

Originality: Based on a review, we did not notice similar article from Slovenian author.

Limitations / further research: The research was limited on articles in which the authors investigated building blocks of quality in enterostomal therapy, which affect health care and treatment of patients and also have influence on management. Only articles with open access and Impact factor were included.

Keywords: Quality, building blocks, nursing, stoma, incontinence, wound, enterostomal therapists.

Anita Jelar is a midwife, who graduated from the Faculty of Organizational Sciences of the University of Maribor in 2016. Since 2002 she has been employed at University medical centre Ljubljana (UKCL). In the academic year 2006/2007 she completed an additional postgraduate education in enterostomal therapy. She also completed training as an internal auditor according to ISO 9001. From 2007 to 2020 she held the position of head nurse of urogynecology department at the Department of Gynecology and was at the same time an enterostomal therapist. Since 2020 she has been working independently as an enterostomal therapist of the UKCL. She participates with lectures and workshops in Slovenia and abroad. She is part of the board members in Section of enterostomal therapists in Slovenia and co-author of document: Professional competencies and activities in the field of nursing and treatment of patients with wound, ostomy and continence. She is also a board member in Mediterranean incontinence and pelvic floor society (MIPS).

Kakovost zobozdravstva na primarni ravni

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Raziskovalno vprašanje (RV): Na kakšen način se spremlja kazalnike kakovosti na področju zobozdravstva v zdravstvenih ustanovah na primarni ravni ?

Namen: Namen raziskave je bil opraviti sistematičen pregled domače in tuje strokovne literature ter doktorskih disertacij na temo kakovosti v zobozdravstvu.

Metoda: Informacije smo zbirali s sistematičnim pregledom strokovnih del na tematiko kakovosti v zobozdravstvu po javno dostopnih bazah podatkov z iskalnimi pojmi »dejavniki kakovosti«, »kazalniki kakovosti«, »menedžment kakovosti«, »primarni zavodi«, »zobozdravstvo«, »zdravstvene ustanove« in »ustno zdravje« ter veznika »in« v slovenščini in »quality factors«, »quality indicators« , »quality management«, »primary health centres«, »dentistry«, »healthcare institutions« and »oral health« ter veznika »and« smo poiskali znanstvene članke in doktorske disertacije. Doktorske disertacije iz slovenskega jezikovnega področja smo iskali v repozitorijih Univerze na Primorskem, Univerze v Novi Gorici, Univerze v Ljubljani, Univerze v Mariboru ter v elektronski knjižnici Fakultete za organizacijske študije v Novem mestu, medtem, ko smo doktorske disertacije v angleščini poiskali v bazi ProQuest open. Članke smo selekcionirali tako, da smo odstranili dvojnike in tiste z nepopolnim tekstom in tiste, ki niso bili v angleškem jeziku. Nadalje smo znanstvene članke in doktorske disertacije preverili z vidika ustreznosti glede na naše iskalne parametre in neustrezne tekste izločili.

Rezultati: Ugotavljamo, da obstaja veliko definicij kaj kakovost v zobozdravstvu sploh je, katera so pomembna področja in kazalniki kakovosti in da je področje kakovosti v zobozdravstvu do določene mere manj raziskano v primerjavi s splošno oz. družinsko medicino. Opravljenih je več sistematičnih pregledov literature in manj člankov v katerih avtorji ocenjujejo stanje in izide po vpeljavi načel kakovosti na področju zobozdravstva. V R

Sloveniji kazalnike kakovosti na primarni ravni spremljajo zgolj v nekaj ustanovah, ki niso enotni.

Organizacija: Prikazali smo razmere in raven spremljanja kakovosti na področju zobozdravstva v R Sloveniji, na ravni primarnih javnih zdravstvenih zavodov.

Družba: Kazalniki kakovosti so namenjeni spremljanju zobozdravstvene obravnave in so namenjeni ključnim udeležencem, kot npr. lastnikom, menedžerjem, zaposlenim v zdravstvenih ustanovah in uporabnikom storitev.

Originalnost: Ugotovili smo, da kazalniki kakovosti na področju zobozdravstva niso enotni ter da primanjkuje empiričnih raziskav na področju spremljanja kakovosti na področju zobozdravstva v primarnih javnih zdravstvenih zavodih.

Omejitve/nadaljnje raziskovanje: Raziskava je bila omejena na dejavnike kakovosti na področju zobozdravstva v javnih zavodih na primarni ravni. V nadaljnjem raziskovanju bi bilo smiselno analizirati razloge za obstoječi nabor kazalnikov kakovosti ter identificirati kazalnike kakovosti, ki prinašajo koristi za izvajalca kot uporabnika zobozdravstvenih storitev.

Ključne besede: dejavniki kakovosti, kazalniki kakovosti, menedžment kakovosti, primarni zavodi, zobozdravstvo, zdravstvene ustanove, ustno zdravje.

Aleksandra Banović Groznik je doktorandka programa Menedžment kakovosti na Fakulteti za organizacijske študije v Novem mestu. Po izobrazbi je doktorica dentalne medicine. Celotno delovno obdobje deluje v javnem zdravstvu kot zobozdravnica, pridobivala je tudi izkušnje in znanje na vodstvenih in strokovnih funkcijah, kjer je bil menedžment kakovosti pomembno področje za uspešno delovanje in izboljševanje delovanja javnega zdravstvenega zavoda.

Mirko Markič je doktoriral na Fakulteti za organizacijske vede Univerze v Mariboru s področja organizacijskih ved na temo inoviranja. Po dvanajstih letih delovanja v avtomobilski industriji se je zaposlil na Fakulteti za menedžment Univerze na Primorskem. Je redni profesor za področje menedžmenta in znanstveni svetnik ter vodja ali član 20 raziskovalnih projektov in projektov z gospodarstvom. Njegova bibliografija obsega več kot 700 enot s področja upravnih in organizacijskih ved ter javnega zdravstva (varstvo pri delu).

Quality of primary healthcare dentistry

Research Question (RQ): In what way are quality indicators in the field of dentistry monitored in health institutions at the primary level?

Purpose: The aim of the research was to carry out a systematic review of domestic and foreign professional literature and doctoral dissertations on the topic of quality in dentistry.

Method: Information was collected through a systematic review of professional works on the topic of quality in dentistry using publicly available databases with the search terms "quality factors", "quality indicators", "quality management", "primary health centres", "dentistry", "healthcare institutions" and "oral health" and the conjunction "in" in Slovenian and English." We searched for scientific articles and doctoral theses. We searched for doctoral dissertations in the Slovenian language field in the repositories of the University of Primorska, the University of Nova Gorica, the University of Ljubljana, the University of Maribor and in the electronic library of the Faculty of Organizational Studies in Novi Mesto, while we searched for doctoral dissertations in English in the ProQuest database open. We selected articles by removing duplicates and those with incomplete text and those that were not in English. Furthermore, we checked scientific articles and doctoral theses from the point of view of relevance according to our search parameters and eliminated inappropriate texts.

Results: We note that there are many definitions of what quality in dentistry is, what are the important areas and indicators of quality, and that the area of quality in dentistry is to a certain extent less researched compared to general or family medicine. There have been several systematic reviews of the literature and fewer articles in which the authors evaluate the situation and outcomes after the introduction of quality principles in the field of dentistry. In the Republic of Slovenia, quality indicators are monitored at the primary level only in a few institutions, which are not uniform.

Organization: We have shown the conditions and level of quality monitoring in the field of dentistry in the Republic of Slovenia, at the level of primary public health institutions.

Society: Quality indicators are intended to monitor dental treatment and are intended for key participants, such as owners, managers, employees of healthcare institutions and service users.

Originality: We found that quality indicators in the field of dentistry are not uniform and that there is a lack of empirical research in the field of quality monitoring in the field of dentistry in primary public healthcare institutions.

Limitations / further research: The research was limited to quality factors in the field of dentistry in public institutions at the primary level. In further research, it would be reasonable

to analyze the reasons for the existing set of quality indicators and to identify quality indicators that bring benefits to the provider as a user of dental services.

Keywords: quality factors, quality indicators, quality management, primary health centres, dentistry, healthcare institutions, oral health.

Aleksandra Banović Groznik is a PhD student in the Quality Management program at the Faculty of Organizational Studies in Novo mesto. She is a doctor of dental medicine by education. She has been working in public healthcare as a dentist for the entire working period, she also gained experience and knowledge in managerial and professional positions, where quality management was an important area for the successful operation and improvement of the operation of the public healthcare institution.

Mirko Markič received his doctorate from the Faculty of Organizational Sciences of the University of Maribor in the field of organizational sciences on the subject of innovation. After twelve years of working in the automobile industry, he got a job at the Faculty of Management of the University of Primorska. He is a full-time professor in the field of management and a scientific adviser, as well as a leader or member of 20 research projects and projects in the economy field. His bibliography includes more than 700 units in the field of administrative and organizational sciences and public health (safety at work).

Spodbujanje ustvarjalnosti in inovativnosti v izbranem podjetju

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Raziskovalno vprašanje (RV): Kako v izbranem podjetju izvesti oceno gradnika spodbujanja ustvarjalnosti in inovativnosti na podlagi modela odličnosti Evropske fundacije za management kakovosti (v nadaljevanju EFQM - European Foundation for Quality Management)?

Namen: Namen raziskave je bil oceniti stopnjo razvitosti gradnikov spodbujanja ustvarjalnosti in inovativnosti ter na podlagi pridobljenih izidov oblikovati predloge za izboljšave.

Metoda: V teoretičnem delu raziskave smo se osredinili na deskriptivni pristop s pomočjo katerega smo opravili pregled strokovne literature in razpoložljivih empiričnih raziskav. V empiričnem delu raziskave smo v osnovi opravili kvalitativno metodo raziskovanja. Za pridobivanje primarnih podatkov smo opravili strukturiran intervju s petimi vodji v vseh organizacijskih enotah izbranega podjetja. Na tako pridobljenih informacijah smo opravili osnovno in zahtevnejšo statistično obdelavo.

Rezultati: Iz izidov empiričnega dela raziskave izhaja, da je povprečna vrednost sedmih pod gradnikov 3,27. Najvišja ocena 4,5 je bila ugotovljena pri četrtem podgradniku Na podlagi razumevanje tržišča in priložnosti določajo natančne cilje za inoviranje, ki so podprti z ustreznimi politikami in viri. Najnižjo ocena 2,2 je bila ugotovljena za sedmi podgradnik. Uresničevanje idej v časovnih okvirih, ki omogočajo maksimirati dosežene prednosti. Pripravili smo predloge za menedžerje pri nenehnem izboljševanju inovacijskega procesa v izbranem podjetju.

Organizacija: Raziskava o stopnji razvitosti gradnikov spodbujanja ustvarjalnosti in inovativnosti ima pomemben vpliv na izbrano podjetje, saj s pridobljeno pripravili izhodišče za uvajanje sprememb.

Družba: Raziskovanje stopnje razvitosti gradnikov spodbujanja ustvarjalnosti in inovativnosti v izbranem podjetju lahko prispeva tudi k ustvarjanju inovacijske kulture v gospodarstvu in širšem družbenem ekosistemu.

Originalnost: Prišli smo do novih znanj o stopnji razvitosti gradnikov spodbujanja ustvarjalnosti in inovativnosti, ki povečujejo število razpoložljivih informacije. Pridobili smo izvirne vpogled v izboljševanje ustvarjalnosti in inovativnosti.

Omejitve/nadaljnje raziskovanje: Z raziskavo smo se osredinili na en gradnik modela odličnosti EFQM v enem podjetju. Za pridobitev globljega razumevanja bi bilo koristno opraviti primerjalne analize med različnimi podjetji.

Ključne besede: EFQM, gradniki in podgradniki, kakovost, menedžment, podjetje, ustvarjalnost in inovativnost.

Bojan Krajnc, strokovnjak z izčrpnim izobraževalnim in strokovnim ozadjem. Kot magister menedžmenta kakovosti, diplomirani organizator ter inženir komunale in varstva okolja sem nadgradil svoje tehnično znanje, pridobljeno kot lesni tehnik in mizar široki profil, ter dodal svojemu profilu večplastno strokovno znanje. Moj profesionalni razvoj je podprt s pridobitvijo več certifikatov, med katerimi so ICF akreditiran Coach v okviru ACTP programa, certifikat animatorja odličnosti vodenja, certifikat internega presojevalca sistema vodenja kakovosti ISO, certifikat animatorja poslovne odličnosti ter certifikat za izvajanje coachinga v organizacijah. Dodatno sem okrepil svojo mednarodno dimenzijo z udeležbo na projektu Welly v okviru programa Erasmus+ leta 2019, ki ga podpira CMEPIUS EU. Z 27-letnimi delovnimi izkušnjami, večinoma pridobljenimi v lesni organizaciji, sem izkazal dolgoročno predanost osebnemu in profesionalnemu razvoju ter imam trden temelj za nadaljnje prispevanje k odličnosti in inovativnosti v kateremkoli okolju, kjer delujem.

Mirko Markič je doktoriral na Fakulteti za organizacijske vede Univerze v Mariboru s področja organizacijskih ved na temo inoviranja. Po dvanajstih letih delovanja v avtomobilski industriji se je zaposlil na Fakulteti za management Univerze na Primorskem. Je redni profesor za področje menedžmenta in znanstveni svetnik ter vodja ali član 18 raziskovalnih projektov in projektov z gospodarstvom. Njegova bibliografija obsega več kot 700 enot s področja upravnih in organizacijskih ved (menedžmenta) ter javnega zdravstva (varstvo pri delu).

Encouraging creativity and innovation in the chosen company

Research question (RV): How to carry out an assessment of the component of promoting creativity and innovation based on the excellence model of the European Foundation for Quality Management (hereinafter EFQM) in the selected company?

Purpose: The purpose of the research was to assess the level of development of the building blocks for the promotion of creativity and innovation and, based on the obtained results, to formulate proposals for improvements.

Method: In the theoretical part of the research, we focused on a descriptive approach, with the help of which we reviewed the professional literature and available empirical research. In the empirical part of the research, we basically performed a qualitative research method. In order to obtain primary data, we conducted a structured interview with five managers in all organizational units of the selected company. We performed basic and more demanding statistical processing on the information obtained in this way.

Results: From the results of the empirical part of the research, it follows that the average value of the seven sub-building blocks is 3.27. The highest score of 4.5 was found for the fourth sub-building block Based on an understanding of the market and opportunities, they set precise goals for innovation that are supported by appropriate policies and resources. The lowest grade of 2.2 was found for the seventh grade. Implementation of ideas in time frames that allow to maximize the benefits achieved. We have prepared suggestions for managers in the continuous improvement of the innovation process in the selected company.

Organization: The research on the level of development of the building blocks for the promotion of creativity and innovation has a significant impact on the selected company, as the information obtained provides a starting point for the introduction of changes.

Company: Investigating the degree of development of the building blocks of promoting creativity and innovation in the selected company can also contribute to the creation of an innovation culture in the economy and the wider social ecosystem.

Originality: We have gained new knowledge about the level of development of the building blocks of creativity and innovation promotion, which increase the number of available information. We have gained original insights into improving creativity and innovation.

Limitations/further research: The research focused on one building block of the EFQM excellence model in one company. To gain a deeper understanding, it would be useful to conduct comparative analyzes between different companies.

Keywords: EFQM, building blocks and sub-building blocks, quality, management, company, creativity and innovation.

Bojan Krajnc, an expert with a comprehensive educational and professional background. As a Master of Quality Management, graduate organizer and utility and environmental protection engineer, I upgraded my technical knowledge acquired as a wood technician and a broad-profile carpenter, and added multifaceted expertise to my profile. My professional development is supported by the acquisition of several certificates, including the ICF accredited Coach within the ACTP program, the certificate of animator of management excellence, the certificate of an internal auditor of the ISO quality management system, the certificate of animator of business excellence and a certificate for the implementation of coaching in organizations. I further strengthened my international dimension by participating in the Welly project within the Erasmus+ program in 2019, supported by CMEPIUS EU. With 27 years of work experience, mostly gained in a timber organization, I have demonstrated a long-term commitment to personal and professional development and have a solid foundation to continue to contribute to excellence and innovation in any environment where I work.

Mirko Markič obtained his Ph.D. at the Faculty of Organizational Sciences, University of Maribor, in the field of organizational sciences, focusing on innovation. After twelve years of experience in the automotive industry, he joined the Faculty of Management, University of Primorska. He is an university professor of management sciences, a scientific advisor, and the head or member of 17 research projects and projects with the industry. His bibliography comprises more than 690 units in the fields of administrative and organizational sciences, as well as public health (occupational health).

Paradigma železnega trikotnika

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Raziskovalno vprašanje (RV): Železni trikotnik, imenovan tudi trojna omejitev, projektni trikotnik, zlati trikotnik in agilni trikotnik, je osrednji koncept raziskav in prakse projektnega menedžmenta, ki predstavlja razmerje med ključnimi merili uspešnosti. Vendar pa obstaja nesoglasje o tem, katera merila naj bodo predstavljena na ogliščih tega trikotnika. Namen tega prispevka je raziskati, kateri koncepti so del železnega trikotnika in kako so se ti koncepti skozi čas spreminjali.

Namen: Naš namen je opraviti sistematičen pregled znanstvenih člankov, ki obravnavajo tematiko železnega trikotnika in njegove elemente (čas, stroški in obseg). Dokazati želimo, da obstaja teoretična praznina v klasični teoriji železnega trikotnika ter da se elementi železnega trikotnika nenazadnje odražajo v uspešnem menedžiranju projektov.

Metoda: Sistematičen pregled znanstvene literature bo izveden po javno dostopnih bazah podatkov, in sicer smo kot iskalne pojme uporabili »železni trikotnik«, »trojna omejitev«, »uspešnost projekta« in »dejavniki uspeha«. Znanstvene članke in doktorske/magistrske disertacije smo poiskali v bazah Academia.edu, ProQuest, ScienceDirect, Elsevier in Google Scholar. Izločili smo literaturo, ki se neposredno ne nanaša na področje raziskovanja.

Rezultati: Ugotovili smo, da obstaja v osnovni teoriji železnega trikotnika praznina oz. zmeda glede pozicioniranja kakovosti in obsega projekta v železnem trikotniku. Želimo torej zmanjšati vrzel in potrditi tezo, da kakovost ni eden od 3 elementov železnega trikotnika, ampak je posredno definirana skozi elemente železnega trikotnika (čas, stroški, obseg). Avtorji do sedaj izvedenih raziskav so navedli elemente železnega trikotnika in po skupinah definirali merila uspešnosti projektov, med katere so uvrstili posamezne elemente železnega trikotnika. Pričakujemo, da bomo potrdili hipotezo, da obstaja povezava med elementi železnega trikotnika in uspešnostjo projektov.

Organizacija: Naša raziskava bo potrdila razsežnost koncepta železnega trikotnika in pokazala vpliv njegovih elementov na najpogostejše skupine meril uspešnosti, s pomočjo katerih družbe merijo uspešnost projektov. Ta raziskava bo pokazala, katerim elementom železnega trikotnika in meril, pripisuje znanstvena literatura večji pomen, kar predstavlja izhodišče za optimizacijo na področju menedžiranja različnih vrst projektov.

Družba: Razumevanje koncepta železnega trikotnika in njegove vloge pri oblikovanju meril uspešnosti bo pripomoglo, da bodo različni deležniki, ki so vpeti v menedžiranje projektov,

bolj motivirani za spremljanje elementov železnega trikotnika in da jim bo to omogočalo bolj učinkovito menedžiranje, kar posledično vpliva tudi na njihovo zavzetost pri opravljanju projektnih zadolžitev.

Originalnost: Obravnava te tematike bo prispevala k odpravi ali vsaj zmanjšanju zaznane teoretične raziskovalne vrzeli oz. zmede glede pozicioniranja elementov železnega trikotnika ter povezave teh elementov na uspešnost projektov.

Omejitve/nadaljnje raziskovanje: Obravnavana tematika je dobro preučevana zadnjih 20 let, čeprav se je teoretično zelo preoblikovala. Istočasno opažamo, da teoretični obravnavi ne sledijo znanstvene raziskave, saj le-te pokrivajo predvsem področje metodologije, faktorjev in strategij uspešnosti projektnega menedžmenta v gradbeništvu oz. na velikih investicijskih projektih, področju IT in zdravstvene dejavnosti.

Predlogi za nadaljnje raziskovanje bodo podani v smeri, da se raziskava te tematike izvede v drugih panogah in drugih vrstah projektov ter na več različnih deležnikih in/ali deležniških skupinah, ki so vpete v menedžiranje projektov.

Ključne besede: projektni menedžment, železni trikotnik, trojna omejitev, projektni trikotnik, agilni trikotnik, uspešnost projekta, dejavniki uspeha.

Mag. Mateja Burgar Makovec je diplomirala na Ekonomski fakulteti leta 2000 na smeri Management in organizacija. Leta 2005 je na Ekonomski fakulteti pridobila znanstveni magistrski naslov iz mednarodne ekonomije. Magistrsko delo je pokrivalo področje uvajanja projektnega načina dela in projektne pisarne v avtomobilski industriji. Do sedaj ima objavljena 2 strokovna prispevka v Projektni mreži Slovenije. Več kot 20letne izkušnje na področju projektnega menedžmenta si je pridobila v Trimu Trebnje, v projektni pisarni TPV d.d., zadnjih 10 let pa v nabavi Nuklearne elektrarne Krško. Kot doktorandka študijskega programa Menedžment kakovosti na Fakulteti za organizacijske študije v Novem mestu raziskovalni fokus nadaljuje na področju projektnega menedžmenta ter se osredotoča na elemente projektnega trikotnika ter njihovo vlogo pri oblikovanju KPI iz perspektive deležnikov na inženiring projektih v jedrski industriji.

The Paradigm of the Iron Triangle

Research Question (RQ): The iron triangle, also named as the triple constraint, project triangle, golden triangle, and agile triangle, is a central concept in project management research and practice that represents the relationship between key performance measures. However, there is disagreement about which criteria should be represented at the vertices of this triangle. The purpose of this paper is to explore which concepts are part of the iron triangle and how these concepts have changed over time.

Purpose: Our purpose is to conduct a systematic review of scientific articles dealing with the topic of the iron triangle and its elements (time, cost and scope). We want to demonstrate that there is a theoretical gap in the classical theory of the iron triangle and that the elements of the iron triangle are ultimately reflected in successful project management.

Method: A systematic review of the scientific literature will be conducted using publicly available databases, namely "iron triangle", "triple constraint", "project performance" and "success factors" as search terms. Scientific articles and doctoral/master's theses were searched in the databases Academia.edu, ProQuest, ScienceDirect, Elsevier and Google Scholar. We excluded literature that does not directly relate to the field of research.

Results: We found out that there is a gap in the basic theory of the iron triangle or to be more exact confusion about the positioning of quality and scope of the project in the iron triangle. We therefore want to reduce the gap and confirm the thesis that quality is not one of the 3 elements of the iron triangle, but is indirectly defined through the elements of the iron triangle (time, cost, scope). The authors of the research carried out so far listed the elements of the iron triangle and defined success criteria of the projects by group, among which the individual elements of the iron triangle were classified. We expect to confirm the hypothesis that there is a connection between the elements of the iron triangle and success of projects.

Organization: Our research will confirm the dimensions of the iron triangle concept and show the influence of its elements on the most common groups of success criteria, with the help of which companies measure the success of projects. This research will show which elements of the iron triangle and criteria are given greater importance by the scientific literature, which represents a starting point for optimization in the field of managing various types of projects.

Society: Understanding the concept of the iron triangle and its role in the creation of success criteria will help the various stakeholders involved in project management to be more motivated to monitor the elements of the iron triangle and that this will allow them to manage more effectively, which in turn also affects their commitment in performing project duties.

Originality: Addressing this topic will contribute to eliminating or at least reducing the perceived theoretical research gap, or confusion regarding the positioning of the elements of the iron triangle and the connection of these elements to the success of projects.

Limitations / further research: The topic under discussion has been well studied for the past 20 years, although it has undergone a great deal of theoretical transformation. At the same time, we note that the theoretical treatment is not followed by scientific research, as it mainly covers the field of methodology, factors and strategies for the success of project management in the construction industry or on large investment projects, in the field of IT and healthcare. Proposals for further research will be made in order to conduct research on this topic in other industries and on other types of projects and on several different stakeholders and/or stakeholder groups involved in project management.

Keywords: project management, iron triangle, triple constraint, project triangle, agile triangle, project performance, success factors.

MSc. Mateja Burgar Makovec graduated from the Faculty of Economics in 2000, majoring in Management and Organization. In 2005, she obtained a scientific Master's degree in International Economics at the Faculty of Economics. The master's thesis covered the deployment of the project management and the project office in the automotive industry. So far, she has published 2 professional articles in the Project Network of Slovenia. She gained more than 20 years of experience in the field of project management in Trimo Trebnje, in the project office at TPV d.d., and the last 10 years in the procurement department of Nuclear Power Plant in Krško. As a doctoral student of Quality Management at the Faculty of Organization Studies in Novo mesto, she continues her research focus in the field of project management and focuses on the elements of the project triangle and their role in the creation of KPIs from the perspective of stakeholders in engineering projects in the nuclear industry.

Etično vodenje in etična klima v organizaciji

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Raziskovalno vprašanje (RV): Menedžerji v organizacijah se nenehno soočajo z etičnimi dilemami, zato naj bi se pri njihovem obvladovanju zavedali svoje pristojnosti in odgovornosti v ekosistemu v katerem delujejo. Temelj etičnega vodenja je kombinacija integritete, etičnih standardov in obravnave zaposlenih. Menedžerji imajo ključno vlogo pri ustvarjanju etične klime s pomočjo katere vplivajo na zaposlene. Etična klima naj bi jim služila kot zaznavna leča s pomočjo katere zaposleni diagnosticirajo, ocenjujejo in razrešujejo različne situacije v organizaciji ter jim pomagajo pri etičnih dilemah. V naši raziskavi nas bo zanimalo kateri so dejavniki etičnega vodenja in kako vplivajo na etično klimo.

Namen: Namen raziskovanja bo proučiti konstrukt etičnega vodenja in konstrukt etične klime ter njuno morebitno medsebojno povezanost.

Metoda: V osnovi bomo uporabili deskriptivno metodo dela in izvedli sistematičen pregled strokovne literature o etičnem vodenju in etični klimi objavljeni v časovnem obdobju 2000-2024. Iskanje znanstvenih člankov odprtega tipa bomo opravili v iskalnih bazah Springerlink, Science Direct, ProQuest Dissertations & Theses, Scopus in Google Scholar. Uporabili bomo naslednje ključne besede: etično vodenje, organizacijska klima, etična klima, menedžment, organizacija. Potek pridobivanja relevantnih člankov za našo raziskavo bomo prikazali s pomočjo PRISMA diagrama. Na podlagi tako pridobljenih informacij bomo identificirali raziskovalno vrzel, ki bo podlaga za formiranje raziskovalnega vprašanja, namena, ciljev in hipotez ter osnova za izvedbo kvantitativne empirične raziskave.

Rezultati: Prikazali bomo ugotovitve iz teoretičnih in empiričnih spoznanj o etičnem vodenju ter etični klimi.

Organizacija: Z izidi iz raziskave bomo opozorili na aktualnost izbrane tematike, ter potrebe po večjem zavedanju menedžerjev o etičnem vodenju ustanove in ustvarjanju etične klime, s čemer bi dosegali večje zadovoljstvo pri delu ter ugled organizacije v ekosistemu.

Družba: Nova znanja, ki jih bomo pridobili o etičnem vodenju in o etični klimi v analiziranih organizacijah bodo imela pozitiven vpliv na družbeni ekosistem ter njegov trajnostni razvoj.

Originalnost: Pridobili bomo nove informacije o konstruktih etičnega vodenja in etične klime ter povzeli spoznanja iz doslej opravljenih empiričnih raziskav.

Omejitve/nadaljnje raziskovanje: Omejitve raziskave, ki jih bomo zaznali med izvedbo teoretičnega in empiričnega dela raziskovanja, bodo vsebinske in metodološke.

Ključne besede: etično vodenje, etična klima, menedžment, organizacija, vodenje.

Iris Fink Grubačević je magistrica znanosti s področja pedagogike ter specialistka managementa v izobraževanju. Pridobila je mednarodne certifikate: Praktik NLP in Mojster poslovne komunikacije in NLP Coach. Zaposlena je bila na vodstvenih delovnih mestih v izobraževalnih institucijah in kot predavateljica predmetov s področja menedžmenta v visokem šolstvu. Izvaja delavnice komunikacijskih veščin, coachinga, ravnanja z ljudmi za različne organizacije v javnem in gospodarskem sektorju. Napisala je vrsto člankov, aktivno sodeluje s prispevki na mednarodnih konferencah.

Mirko Markič je doktoriral na Fakulteti za organizacijske vede Univerze v Mariboru s področja organizacijskih ved na temo inoviranja. Po dvanajstih letih delovanja v avtomobilski industriji se je zaposlil na Fakulteti za menedžment Univerze na Primorskem. Je redni profesor za področje menedžmenta in znanstveni svetnik ter vodja ali član 17 raziskovalnih projektov in projektov z gospodarstvom. Njegova bibliografija obsega več kot 690 enot s področja upravnih in organizacijskih ved ter javnega zdravstva (varstvo pri delu).

Ethical Leadership and Ethical Climate in the Organization

Research Question (RQ): Managers in organizations are constantly faced with ethical dilemmas, so when dealing with them, they should be aware of their authority and responsibility in the ecosystem in which they operate. The basis of ethical leadership is a combination of integrity, ethical standards and treatment of employees. Managers play a key role in creating an ethical climate through which they influence employees. The ethical climate should serve them as a perceptive lens with the help of which employees diagnose, evaluate and resolve various situations in the organization and help them with ethical dilemmas. In our research, we will be interested in what are the factors of ethical leadership and how they affect the ethical climate.

Purpose: The purpose of the research will be to examine the construct of ethical leadership and the construct of ethical climate and their possible interrelationship.

Method: Basically, we will use a descriptive method of work and carry out a systematic review of professional literature on ethical leadership and ethical climate published in the period 2000-2024. We will search for open-type scientific articles in the Springerlink, Science Direct, ProQuest Dissertations & Theses, Scopus and Google Scholar search databases. We will use the following keywords: ethical leadership, organizational climate, ethical climate, management, organization. The process of obtaining relevant articles for our research will be shown with the help of a PRISMA diagram. Based on the information obtained in this way, we will identify a research gap, which will be the basis for forming the research question, purpose, goals and hypotheses, as well as the basis for conducting quantitative empirical research.

Results: We will present findings from theoretical and empirical knowledge about ethical leadership and ethical climate.

Organization: With the results of the survey, we will draw attention to the topicality of the selected topic, and the need for greater awareness of managers about the ethical leadership of the institution and the creation of an ethical climate, thereby achieving greater job satisfaction and the reputation of the organization in the ecosystem.

Society: The new knowledge that we will acquire about ethical leadership and the ethical climate in the analysed organizations will have a positive impact on the social ecosystem and its sustainable development.

Originality: We will gain new information on the constructs of ethical leadership and ethical climate and summarize the findings of empirical research conducted so far.

Limitations / further research: The limitations of the research, which will be perceived during the implementation of the theoretical and empirical part of the research, will be substantive and methodological.

Keywords: ethical leadership, ethical climate, management, organization, leadership.

Iris Fink Grubačević has a Master of Science in Pedagogy and is a Management Specialist in Education. She has acquired several international certificates: NLP Practitioner, Master of Business Communication and NLP Coach. She worked on management positions in educational institutions and as a Senior Lecturer of courses in the field of management. She conducts workshops on communication skills, coaching and human resource management (HRM) for different organizations in the public and economic sector. She wrote several articles and she actively participates at international conferences with abstracts.

Mirko Markič received his doctorate in the field of organizational sciences on the subject of innovation from the Faculty of Organizational Sciences of the University of Maribor. After twelve years of working in the automotive industry, he started working at the Faculty of Management of the University of Primorska. He is a professor in the field of management and a senior research fellow, as well as the leader or a member of 17 research projects and economy projects. His bibliography includes more than 690 publications from the field of administrative and organizational sciences and public health (occupational safety).

Vzgoja kritičnih mislecev v digitalni dobi in vloga visokošolskih knjižničarjev

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Raziskovalno vprašanje (RV): Katere strategije uporabljajo visokošolske knjižnice za spodbujanje kritičnega mišljenja med študenti visokošolskih ustanov pri ocenjevanju digitalnih virov informacij?

Namen: Glavni namen je izboljšati učne rezultate študentov in njihove sposobnosti kritične ocene digitalnih informacijskih virov. Z razumevanjem vloge visokošolskih knjižnic v tem procesu lahko institucije bolje podprejo uspeh študentov pri navigaciji kompleksnosti digitalne informacijske krajine.

Metoda: Raziskovalna metodologija temelji na pregledu znanstvene literature. Zbiranje podatkov je potekalo preko podatkovnih baz SpringerLink, Scopus, ProQuest, ScienceDirect, EBSCO, DOAJ, COBISS, Google Učenjak in ResearchGate. Zajeti so bili članki iz časovega obdobja, ki smo ga opredelili od leta 2020 do 2024. Omejili smo se na literaturo, ki je odprtega dostopa in izločili tisto, ki se neposredno ne nanaša na naše področje raziskovanja.

Rezultati: Raziskava identificira različne strategije, ki jih knjižničarji uporabljajo za spodbujanje kritičnega mišljenja med študenti v digitalnem okolju. To vključuje uporabo posebnih orodij, informacijskih virov, tehnologij in raziskovalno pomoč. Prispeva k boljšemu razumevanju vloge knjižničarjev v spodbujanju kritičnega mišljenja v digitalni dobi ter hkrati ponuja smernice za izboljšanje knjižničnih storitev v visokošolskih ustanovah.

Organizacija: Raziskava ponuja vpogled v kompetence visokošolskih knjižničarjev in bi lahko pomembno prispevala k izboljšanju praks v visokošolskih knjižnicah in k splošnemu razumevanju vloge knjižničarjev pri spodbujanju kritičnega mišljenja v digitalni dobi.

Družba: Kritično mišljenje je ključnega pomena za sodobno družbo iz več razlogov. Ljudem omogoča, da razumejo kompleksnost sveta okoli sebe. S sposobnostjo analize informacij, prepoznavanja pristranskosti in razmišljanja zunaj ustaljenih vzorcev, lahko posamezniki bolje razumejo družbene, politične, ekonomske in kulturne dinamike. Kritično mišljenje je lahko temeljni del zdrave in progresivne družbe, ki spodbuja inovativnost ter napredek. Inovativne

rešitve za kompleksne probleme se lahko pojavijo šele takrat, ko ljudje ne sprejemajo vseh ponujenih informacij in dogmatično verjamejo, temveč jih analizirajo, vprašujejo in raziskujejo nove pristope.

Originalnost: Tematika je aktualna, a v Sloveniji še nimamo raziskave s tega področja. Ta raziskava združi več disciplin, kot so informacijske znanosti, izobraževanje, psihologija in družbene vede. Združevanje različnih perspektiv omogoča celovitejše razumevanje, kako visokošolski knjižničarji vplivajo na razvoj kritičnega mišljenja študentov v digitalnem okolju.

Omejitve/nadaljnje raziskovanje: Raziskava je omejena, saj se nanaša zgolj na pregled obstoječe znanstvene literature. Pripravljen pregled literature pa omogoča nadaljnje raziskovanje področja, kjer bi želeli pridobljene rezultate implementirati v realno okolje.

Ključne besede: kritično mišljenje, sposobnost kritičnega mišljenja, informacijska pismenost, kritična informacijska pismenost, digitalne kompetence, visokošolske knjižnice, dezinformacije.

Vesna Grabnar je diplomirala na Filozofski fakulteti na Oddelku za bibliotekarstvo, informacijsko znanost in knjigarstvo, leta 2002. Zaposlena je bila v NUK-u, šolski in visokošolski knjižnici, trenutno je zaposlena na Fakulteti za organizacijske študije v Novem mestu. Ves čas se strokovno izpopolnjuje na tečajih, seminarjih in se aktivno udeležuje posvetov visokošolskih knjižničarjev. V letu 2023 je postala doktorska študentka, ki bo raziskovala vlogo visokošolskih knjižnic pri kritičnem mišljenju študentov visokošolskih ustanov.

Education of Critical Thinkers in the Digital Age and the Role of College Librarians

Research Question (RQ): What strategies do academic libraries use to promote critical thinking among students of higher education institutions in evaluating digital information sources?

Purpose: The main aim is to enhance students' learning outcomes and their abilities to critically evaluate digital information sources. By understanding the role of academic libraries in this process, institutions can better support students' success in navigating the complexity of the digital information landscape.

Method: The research methodology is based on a review of scientific literature. Data collection was conducted through databases including SpringerLink, Scopus, ProQuest, ScienceDirect, EBSCO, DOAJ, COBISS, Google Scholar, and ResearchGate. Articles from the period defined from 2020 to 2024 were included. We focused on literature that is openly accessible and excluded those not directly related to our research area.

Results: The study identifies various strategies that librarians employ to foster critical thinking among students in the digital environment. This includes the use of specific tools, information resources, technologies, and research assistance. It contributes to a better understanding of the role of librarians in promoting critical thinking in the digital age while also offering guidance for improving library services in higher education institutions.

Organization: The research provides insights into the competencies of academic librarians and could significantly contribute to improving practices in college libraries and to the general understanding of the role of librarians in fostering critical thinking in the digital age.

Society: Critical thinking is crucial for contemporary society for several reasons. It enables people to understand the complexity of the world around them. With the ability to analyze information, recognize biases, and think beyond established patterns, individuals can better understand societal, political, economic, and cultural dynamics. Critical thinking is a fundamental part of a healthy and progressive society that promotes innovation and advancement. Innovative solutions to complex problems can only emerge when people do not accept all presented information and dogmatically believe it but rather analyze, question, and explore new approaches.

Originality: The topic is current, but there is no research on this topic in Slovenia. This research combines multiple disciplines such as information science, education, psychology, and social sciences. Combining different perspectives allows for a more comprehensive

understanding of how college librarians influence the development of students' critical thinking in the digital environment.

Limitations / further research: The study is limited as it only relates to a review of existing scientific literature. However, the literature review prepared enables further research in areas where the acquired results would be implemented in a real environment.

Keywords: critical thinking, ability for critical thinking, information literacy, critical information literacy, digital competences, academic libraries, misinformation.

Vesna Grabnar graduated from the Faculty of Arts, Department of Library and Information Science, and Book Studies in 2002. She was employed at the National and University Library (NUK), as well as in a school and academic library. Currently, she is employed at the Faculty of Organizational Studies in Novo Mesto. Throughout her career, she has continuously pursued professional development through courses, seminars, and active participation in conferences for college librarians. In 2023, she became a doctoral student, researching the role of academic libraries in fostering critical thinking among students of higher education institutions.

Si menedžerji upajo voditi trajnostno? Gradniki vodenja deležnikov v organizaciji z namenom spodbujanja trajnostnih praks

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Raziskovalno vprašanje (RV): Delovanje in razvoj vsake organizacije v smeri trajnosti je v veliki meri odvisno od vodij, njihovih veščin, načina komunikacije in motiviranja ostalih deležnikov. Vse to je še bolj izrazito v trenutnih razmerah, ko se izraža zahteva po trajnostnem vodenju in spremembam, ki jih narekuje trg. Ta raziskava se osredotoča na vodje, njihov način delovanja, vodenja in sprejemanja odločitev, ko so postavljeni pred dejstvo, da jim vizija narekuje spodbujanje trajnostnih praks. Predvsem se osredotoča na stile vodenja in tiste bistvene gradnike, ki zagotavljajo uspeh pri vzpodbujanju in ponotranjenju trajnostnih praks z ostalimi deležniki v organizaciji. Raziskovalno vprašanje se tako glasi: Kateri so v literaturi najbolj pogosto izpostavljeni gradniki vodenja, ki zagotavljajo uspešnost pri vplivanju na trajnostno razmišljanje deležnikov in graditvi etične kulture organizacije?

Namen: Glavni namen raziskave je preveriti obstoječo literaturo glede stilov vodenja, ki jim lahko pripišemo elemente trajnosti in izpostaviti raziskave o korelaciji med stilom vodenja in spodbujanjem trajnostnih praks v organizaciji.

Metoda: Metodološki pristop smo na podlagi uvodnih spoznanj začeli s sistematičnim pregledom domače in tuje literature in člankov, ki so objavljeni v dostopnih bazah podatkov (ProQuest, Science Direct, Cobiss in Emerald) ter po repozitorjih slovenskih univerz. Pregledanih je bilo 19 člankov in 8 doktorskih disertacij, 86 % preučevanih člankov je bilo objavljeno po letu 2021, doktorske disertacije pa so v večini nastale v letih po 2020 in so prikazane skozi PRISMA diagram. Pri iskanju ustreznih člankov smo uporabili ključne besede, in sicer "trajnost", "slog vodenja", "družbena odgovornost", v slovenskem jeziku ter "sustainability", "corporate leadership" in "social outcomes" v angleškem jeziku.

Rezultati: Analizirani članki dokazujejo izpostavljenost transformacijskega stila vodenja kot trajnostnega in podajajo ključne elemente, ki so za takšne vodje značilni. Ob nadaljnji raziskavi smo te gradnike zbrali, služili pa bodo nadaljnji izvedbi raziskovanja.

Organizacija: Raziskava bo vodstvenemu kadru dala vpogled v ključne gradnike njihovega vodenja za zagotavljanje trajnostnih praks v organizaciji.

Družba: Implementacija in prepoznavanje ključnih lastnosti vodij in načinov vodenja ima pozitiven vpliv tudi na zaposlene in ostale deležnike, torej na družbo nasploh.

Originalnost: Zaradi izpostavljanje pozornosti uveljavitvi trajnostnih praks v organizacijo v korelaciji z vodstvenim stilom, bo originalnost raziskave povečala preglednost do sedaj raziskanih tez in postavila temelje za nadaljnje raziskovanje.

Omejitve/nadaljnje raziskovanje: Omejitve izvedene raziskave vidimo v sorazmerno majhni količini objavljene literature, ki bi zajemala dejansko implementacijo trajnostnega razvoja do deležnikov, zato smo se osredotočili na ugotovitve vpliva celostnih trajnostnih dejavnikov. Predlog nadaljnjih raziskav gre v smeri empiričnega preverjanja ugotovitev glede ključnih gradnikov vodstvenega stila za vzpostavitev trdnega razvoja trajnostnega poslovanja.

Ključne besede: trajnostni razvoj, stil vodenja, trajnost, družbeni odgovornost.

Tadeja Sumrak Vegelj je doktorandka Fakultete za organizacijske študije v Novem mestu, program Menedžment kakovosti. Magistrirala je na Univerzi v Ljubljani, na Ekonomski fakulteti. Od leta 2014 je zaposlena v Nuklearni elektrarni Krško d.o.o. v oddelku Nabave, sicer pa ima 20 let delovnih izkušenj iz področja vodenja organizacij, poslovanja podjetij, trženja, uvedbi novih projektov in javnega naročanja. Pridobljene kompetence: leta 2018 dodatna kvalifikacija Strokovnjaka za oddajo javnih naročil v Republiki Sloveniji.

Do managers dare to lead sustainably? Building blocks for stakeholder management in an organization to promote sustainable practices

Research Question (RQ): The performance and development of any organization towards sustainability depends to a large extent on its leaders, their skills, the way they communicate and motivate other stakeholders. All this is even more pronounced in the current situation where there is a demand for sustainable leadership and market-driven change. This research focuses on leaders, how they act, lead and make decisions when faced with the fact that their vision dictates the promotion of sustainable practices. In particular, it focuses on leadership styles and those essential building blocks that ensure success in promoting and aligning sustainable practices with other stakeholders in the organization. The research question is therefore: Which are the most frequently highlighted leadership building blocks in the literature that ensure success in influencing stakeholders' sustainability thinking and building an ethical culture in an organization?

Purpose: The main purpose of the research is to review the existing literature on leadership styles to which elements of sustainability can be attributed and to highlight research on the correlation between leadership style and the promotion of sustainable practices in an organization.

Method: The methodological approach was based on the initial findings and started with a systematic review of national and foreign literature and articles published in accessible databases (ProQuest, Science Direct, Cobiss and Emerald) and repositories of Slovenian universities. 59 articles and 8 PhD dissertations were reviewed, 86% of the articles reviewed were published after 2021, while most PhD dissertations were published in the years after 2020 and are shown in the PRISMA diagram. The keywords used were "sustainability", "corporate leadership" and "social outcomes".

Results: The analyzed articles demonstrate the exposure of the transformational leadership style as sustainable and provide key elements that characterize such leaders. These building blocks have been collected and will be used for further research.

Organization: The study will provide managers with insights into the key building blocks of their leadership to ensure sustainable practices in the organization.

Society: Implementing sustainability factors in organizations or identifying the key attributes of leaders and leadership styles, also has a positive impact on employees and other stakeholders.

Originality: Due to the focus on the implementation of sustainable practices in the organization in correlation with leadership style, the originality of the research will increase the clarity of the theses explored so far and lay the foundations for further research.

Limitations / further research: We see the limitations of the research conducted as the relatively small amount of published literature covering the actual implementation of sustainable development towards stakeholders, so we have focused on the findings of the impact of integrated sustainability factors. The suggestion for further research is towards empirical validation of the findings on the key building blocks of leadership style for establishing a robust sustainable business development

Keywords: sustainable development, management style, sustainability, social responsibility.

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