

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet:	Modernizacija javne uprave
Course title:	Public administration modernisation

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester Semester
Javna uprava – 2. stopnje		2	3
Public administration – 2. degree		2	3

Vrsta predmeta / Course type

obvezni / mandatory

Univerzitetna koda predmeta / University course code:

Predavanja Lectures	Seminar Seminar	Vaje Tutorial	Klinične vaje work	Druge oblike študija	Samost. delo Individ. work	ECTS
30	0	0	0	0	95	5

Nosilec predmeta / Lecturer:

Doc. dr. / Assis. Prof. Dr. Gorazd Justinek
 Red. Prof. dr. / prof. dr. Janez Šušteršič
 Doc. dr. / Assis. Prof. Dr. Simona Kukovič

Jeziki /
Languages:**Predavanja /**
Lectures:

Slovenski jezik /Slovenian, angleščina/english

Vaje / Tutorial:

slovenski jezik /Slovenian, angleščina/english

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

Vpis v 1. letnik podiplomskega študija.

Prerequisites:

Enrollment in the 1st year of postgraduate study.

Vsebina:

- Sodobna JU
- Razvoj JU v Sloveniji
- Reforme in modernizacija JU v Sloveniji
- Odpravljanje administrativnih ovir
- Struktura JU v Sloveniji
- Strukture in odločanje v JU
- Para-državna uprava
- Lokalna samouprava in regionalizacija

Content (Syllabus outline):

- Modern PA
- Development of PA in Slovenia
- Reforms and modernisation of PA in Slovenia
- Administrative barriers
- PA structure in Slovenia
- Structures and decision making in PA
- Para-governmental organisations

- Privatizacija
- Management v JU
- Kakovost v JU
- Načrtovanje in izvajanje politik ter koordinacija politik v JU
- Digitalizacija JU

- Privatisation
- Management in PA
- Assuring quality in PA
- Policy planning, implementation and coordination in PA
- Digitalisation in PA

Temeljni literatura in viri / Readings:

Obvezna / Compulsory:

- Justinek Gorazd. Skripta za predmet. (dostopna v e-učilnici).
- Strategija razvoja JU 15-20. (dostopna v e-učilnici).
- OECD. 2019. Digital Government Review of Slovenia Leading the digitalisation of the public sector (dostopna v e-učilnici).
- OECD SIGMA. 2017. The Principles of Public Administration (dostopna v e-učilnici)
- Justinek, Gorazd. 2020. The (non) reforms of Slovenia's Economy. V Avbelj, M. in Letnar Černej, Jernej (ur.). The Impact of European Institutions on the Rule of Law and Democracy. Oxford: Hart Publishing. (dostopno v e-učilnici).

Revije / Journals:

- Croatian and Comparative Public Administration. Pravna fakulteta: Univerza v Zagrebu.
- Public Administration Review. Wiley. Open access journal.
(<https://onlinelibrary.wiley.com/doi/full/10.1111/puar.13217>)

Priporočena / recommended:

- Roštan, Irena in Gorazd Justinek. 2011. Konkurenčnost slovenskega gospodarstva. SVREZ:LJ.
- Justinek, Gorazd. 2017. The Slovenian economy : yesterday and today. V: ADAM, Frane (ur.). Slovenia : social, economic and environmental issues, (European political, economic, and security issues). New York: Nova Science. (dostopno v e-učilnici).

Cilji in kompetence:

Študenti/ke bodo pridobili naslednje predmetno specifične kompetence:

- poznavanje in razumevanje poglobljenih konceptov v sodobni JU;
- razumevanje pomembnosti posameznih stopenj razvoja v JU;
- poglobljeno razumevanje dilem glede reform v JU;
- sposobnost samostojnega in avtonomnega študijskega raziskovanja s področja strukture in procesa odločanja v JU v Sloveniji;
- kritična refleksija do para-državnih subjektov v JU;
- Poglobljeno poznavanje struktur na nivoju

Objectives and competences:

Students will develop the following subject-specific competences:

- Knowing and in-depth understanding the concepts in modern PA;
- Understanding important steps in the development of PA in Slovenia;
- In-depth understanding the dilemmas about reforms in PA;
- Ability to individually and autonomously research the structure and the process of decision making in PA;
- In-depth knowing the structures at the level of local and regional PA;
- Critical reflection about the process of

lokalne samouprave in regionalizacije JU;
 - Kritična refleksija do procesa privatizacije;
 - razumevanje naprednih načinov managementa v JU;
 - sposobnost uporabe različnih konceptov kakovosti;
 - sposobnost kritične strokovne razprave in analize o pripravi politik ter koordinaciji politik v JU;
 - razumevanje in sposobnost ocene kakovosti delovanja na področju digitalizacije JU;
 - sposobnost ustreznega navajanja domačih in mednarodnih virov, domače in mednarodne prakse in elektronskih virov;

Študenti/ke bodo pridobili naslednje splošne kompetence:

- uporaba ustreznih metod upravnega raziskovanja, njihovih postopkov, analize in sinteze;
 - razvoj etičnih sposobnosti pri uresničevanju načel in pravil upravnih ved;
 - sposobnost skupinskega dela in pripravljenosti za sodelovanja pri reševanju konkretnih primerov s področja upravnega poslovanja;
 - razvoj komunikacijskih sposobnosti in veščin pri razumevanju in uresničevanju upravnega poslovanja;
 - razvoj veščin javnega nastopanja in predstavitev pri obravnavi institutov upravnega poslovanja;
 - razvoj veščin svobodnega podjetništva pri uresničevanju načel in pravil upravnega poslovanja;
 - razvoj ustvarjalnosti in sposobnosti premagovanja problemov pri uporabi načel in pravil upravnega prava;
 - razvoj sposobnost vodenja pri reševanju ov konkretnih primerov s področja upravnega prava;
 - razvoj sposobnosti uporabe interdisciplinarnih znanj pri reševanju zadev s področja upravnega prava;

privatisation;

- Understanding advanced concepts of management in PA;
- The ability of using different concepts of quality;
- The ability of critical discussion and analysis on policy planning, implementation and coordination in PA;
- Understanding and the ability to assess the level of quality and digitalisation in PA;
- The ability of referring and citing foreign and domestic literature and other sources.

Students will develop the following **general competences**:

- the use of appropriate methods of administrative research, their procedures, analysis and synthesis;
 - developing ethical skills in the implementation of the principles and rules of administrative law;
 - ability to work together and be willing to work together to solve specific cases in the field of administrative sciences;
 - development of communication skills and competences in the understanding and implementation of administrative sciences;
 - developing public speaking and presentation skills when dealing with administrative management;
 - developing free enterprise skills in the implementation of the principles and rules of administrative sciences;
 - developing creativity and the ability to overcome problems in applying the principles and rules of administrative law;
 - developing leadership skills in resolving these specific administrative law cases;
 - developing the ability to use interdisciplinary knowledge in the resolution of administrative law cases;
 - ability to apply administrative law to the management of human resources and the

- sposobnost uporabe upravnega prava pri upravljanju s človeškimi viri in reševanju sporov v delovnem okolju.

resolution of disputes in the work environment.

Predvideni študijski rezultati:

Znanje in razumevanje:

Študent/študentka:

- Seznanitev študentov s poglobljenimi koncepti v sodobni JU;
- Osvojitve procesov razvoja JU v Sloveniji;
- razvije zanimanje in znanje o JU
- razvije kritično razumevanje glede reform in modernizacije v JU;
- zmožen/na je kritične presoje ter analize in interpretacije glede organizacije, strukture in odločanja v JU;
- sposoben je kritično oceniti in se opredeliti do paradržavnih organizacij v upravi;
- poglobljeno poznavanja in razumevanje procesov regionalizacije in lokalnega samoupravljanja;
- kritičnega razmišljanja glede privatizacije in sodobnih procesov managementa v JU;
- sposoben kritično presojati, analizirati in razlagati dogodke in politike, povezane z kakovostjo v JU;
- sposoben kritično presojati, analizirati in razlagati dogodke in politike, povezane z digitalizacijo v JU;

Knowledge and understanding:

- In depth concepts in modern PA;
- Processes of development in PA in Slovenia;
- Develops interest in PA;
- Develops critical understanding on reforms in PA;
- Critical assessment and analysis on the interpretation on the organisation, structure and decision making in PA;
- Of critical assessment towards para-governmental entities;
- In depth understanding of processes at the local and regional level;
- Of critical thinking about the process of privatisation and modern approaches in PA;
- Of critical judgment, analysis and explaining events and politics related with quality in PA;
- Of critical judgment, analysis and explaining events and politics related with digitalisation in PA.

Metode poučevanja in učenja:

Oblike dela:

- ☒ Frontalna oblika poučevanja
- ☒ Delo v manjših skupinah oz. v dvojicah
- ☒ Samostojno delo študentov
- ☒ e-učenje
- ☐ drugo (vpišite)

Learning and teaching methods:

Types of learning/teaching:

- ☒ Frontal teaching
- ☒ Work in smaller groups or pair work
- ☒ Independent students work
- ☒ e-learning
- ☐ other _____

Metode (načini) dela: ☒ Razlaga ☒ Razgovor/ diskusija/debata ☒ Delo z besedilom ☒ Proučevanje primera ☒ Igra vlog ☐ Druge vrste nastopov študentov ☒ Reševanje nalog ☐ Študijski obiski podjetij ipd.) ☐ Vključevanje gostov iz prakse ☒ Udeležba na okrogli mizi, na konferenci	Teaching methods: ☒ Explanation ☒ Conversation/discussion/debate ☒ Work with texts ☒ Case studies ☒ Role-play ☐ Different presentation ☒ Solving exercises ☐ Field work (e.g. company visits) ☐ Inviting guests from companies ☒ Attending round table and conference
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Načini ocenjevanja:		Delež (v %) / Weight (in %)	Assessment:
Sprotno ustno (aktivno sodelovanje pri kontaktnih urah)			Oral verification and assessment of knowledge
Sprotno pisno preverjanje znanja (krajši pisni izdelki)		20	Written verification and assessment of knowledge (short written casework)
Daljši pisni izdelki (seminarska naloga, projektna naloga)		20	Longer written casework
Javni nastop ali predstavitev			Presentations
Končni ustni izpit			Final examination (oral)
Končni pisni izpit		60	Final examination (written)
Drugo (vpišite)			Other:

Pogoj za pristop k izpitu:

Vsaj 80% prisotnost na predavanjih in vajah.		At least 80% attendance at lectures and tutorials.
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Reference nosilca / Lecturer's references:

Gorazd Justinek je docent za področje mednarodnega poslovanja in docent za področje mednarodnih političnih, ekonomskih in poslovnih odnosov. Je nekdanji diplomat in ustanovni član Sektorja za gospodarsko diplomacijo na Ministrstvu za zunanje zadeve. Vrsto let je bil vodja sektorja za internacionalizacijo na Javni agenciji RS za podjetništvo in tuje investicije ter v času predsedovanja Slovenije EU opravljal delo svetovalca predsednika vlade za področje domačih makroekonomskih ter mednarodnih ekonomskih odnosov. Po vstopu Slovenije v OECD je koordiniral delo predstavnikov Slovenije v delovnih telesih OECD, sodeloval pri pripravi programskega proračuna Republike Slovenije ter makroekonomskih analizah in reformah v javni upravi. Dva mandata je bil tudi direktor nevladne Ustanove - Center za Evropsko prihodnost, ki prvenstveno izvaja mednarodno razvojno pomoč v državah ZB in je tudi nosilka več Horizon 2020 projektov. Je ustanovitelj in odgovorni urednik mednarodne znanstvene revije <i>International Journal of Diplomacy and Economy</i> (London), ter član uredniških odborov številnih drugih

mednarodnih znanstvenih revij (Scopus in WoS).

Bibliografija: <http://splet02.izum.si/cobiss/bibliography?code=35652>.

Gorazd Justinek is assistant professor of International Business and assistant professor of international political, economic and business relations. He is a former diplomat and a founding member of the Division for Economic Diplomacy at the Ministry of Foreign Affairs of the Republic of Slovenia. He has been for several years also the Head of the Division for Internationalisation at the Public Agency of the Republic of Slovenia for entrepreneurship and foreign direct Investments and during the Slovenia's EU Council Presidency in 2008 the domestic macroeconomic and foreign economic relations adviser to the Prime Minister of the Republic of Slovenia. After Slovenia's accession to the OECD, he became the coordinator of Slovenia's representatives in the institutional bodies of the OECD in Paris and worked on the programme budget of Slovenia, macroeconomic analysis and reforms in public sector. For two mandates he was the CEO of a non-governmental Foundation – Centre for European Perspectives, the key implementation body of the Republic of Slovenia's development assistance in the Western Balkans and a research centre with several Horizont 2020 projects. He is the founder and Editor in Chief of *International Journal of Diplomacy and Economy* (Geneva), and a member of several other editorial boards of international scientific journals (Scopus and WoS).

Bibliography: <http://splet02.izum.si/cobiss/bibliography?code=35652>.

Prof. dr. Janez Šušteršič je redni profesor ekonomije. Med leti 2000 in 2007 je bil direktor Urada za makroekonomske analize in razvoj ter v letu 2012 minister za finance. Koordiniral je pripravo dveh razvojnih strategij Slovenije ter bil podpredsednik Odbora za ekonomsko politiko pri Svetu finančnih ministrov EU. Predaval je na več slovenskih javnih in zasebnih visokošolskih zavodih. Od leta 2013 je zaposlen v svojem podjetju RE-FORMA, d.o.o. kot svetovalec in raziskovalec. Kot mednarodni ekspert dela za OECD in na projektih tehnične pomoči, ki jih financira EU, v regijah zahodnega Balkana in vzhodnega partnerstva, in sicer na področju koordinacije razvojnih in ekonomskih politik, upravljanja javnih financ in reform javne uprave.

Bibliografija: <http://splet02.izum.si/cobiss/bibliography?code=12702>

Prof. dr. Janez Šušteršič is a full professor of economics. Between 2000 and 2007, he was Director of the Institute for Macroeconomic Analysis and Development and in 2012 Minister of Finance. He coordinated the preparation of two development strategies of Slovenia and was the Vice-Chairman of the Economic Policy Committee of the EU Council of Finance Ministers. He has lectured at several Slovenian public and private higher education institutions. Since 2013, he is employed in his company RE-FORMA, d.o.o. as a consultant and researcher. As an international expert, he works for the OECD and on EU-funded technical assistance projects in the Western Balkans and the Eastern Partnership regions, in the areas of development and economic policy coordination, public financial management and public administration reform.

Bibliography: <http://splet02.izum.si/cobiss/bibliography?code=12702>

Simona KUKOVIČ je docentka za področje politologije. Primarno področje njenega raziskovanja je politično in upravno (lokalno) vodenje, širše pa proučuje javno vodenje, primerjalne regionalne in lokalne oblasti, javno upravo ter upravne in politične procese ter institucije. Dr. Kukovič je urednica mednarodne znanstvene revije *Journal of Comparative Politics* (JCP), ki je abstrahirana v Web of Science in Scopusu. Aktivnosti dr. Kukovič segajo v mednarodni prostor, saj je članica izvršilnega odbora Central European Political Science Association (CEPSA), pa tudi članica ekspertne skupine Local Politics Specialist Group, ki deluje pod okriljem Political Studies Association (PSA) ter mednarodnih politoloških združenj, kot so American Political Science Association (APSA), International Political Science Association (IPSA); aktivna pa je tudi v slovenskem Politološkem društvu, kjer je od leta 2019 članica nadzornega odbora. Dr. Kukovič je

bila leta 2015 gostujoča raziskovalka na Local Government Research Unit pri DeMontfort University, Leicester (VB), leta 2018 pa gostujoča profesorica na University of North Carolina at Chapel Hill (ZDA) in na Paris Lodron University of Salzburg (AT). Dr. Kukovič je nosilka večih mednarodnih projektov; od septembra 2018 do avgusta 2020 pa je tudi nosilka podoktorskega projekta z naslovom »Vodenje lokalne skupnosti: birokratizacija politike ali politizacija birokracije?«.

Bibliografija: <http://splet02.izum.si/cobiss/bibliography?code=33786>

Simona KUKOVIČ is assistant professor of political science. Her primary research area is political and administrative (local) leadership; in broader sense her research focus encompasses public leadership, comparative regional and local authorities, public administration as well as administrative and political processes and institutions. Dr. Kukovič is editor of the international scientific journal entitled Journal of Comparative Politics (JCP), which is abstracted in Web of Science and Scopus. Activities dr. Kukovič reach the international arena as she is a member of the Executive Board of the Central European Political Science Association (CEPSA), as well as a member of the Local Politics Specialist Group, an expert group under the auspices of the Political Studies Association (PSA) and international political associations such as American Political Science Association (APSA), International Political Science Association (IPSA); she is also active in the Slovenian Political Science Association, where she has been a member of the Supervisory Board since 2019. In 2015, dr. Kukovič was a visiting researcher at the Local Government Research Unit at DeMontfort University, Leicester (UK), and in 2018 a visiting professor at the University of North Carolina at Chapel Hill (USA) and at Paris Lodron University of Salzburg (AT). Dr. Kukovič is the holder of several international projects; from September 2018 to August 2020, she is also the holder of a postdoctoral project entitled "Leading Local Community: Bureaucratisation of politics or Politicisation of Bureaucracy?"

Bibliography: <http://splet02.izum.si/cobiss/bibliography?code=33786>