

UČNI NAČRT PREDMETA / COURSE SYLLABUS**Predmet:****Modernizacija javne uprave****Course title:****Modernisation of Public Administration**

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 – 2nd 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:

Izr. prof. dr. Tone Jerovšek

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

slovenski / Slovenian, optional angleščina / English

Vaje / Tutorial:**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 javna uprava
- Razvoj javne uprave v Sloveniji
- Reforme in modernizacija javne uprave v Sloveniji
- Odpravljanje administrativnih ovir
- Struktura javne uprave v Sloveniji
- Strukture in odločanje v javni upravi
- Para-državna uprava
- Lokalna samouprava in regionalizacija

Content (Syllabus outline):

- Modern public administration
- Development of public administration in Slovenia
- Reforms and modernisation of public administration in Slovenia
- Reduction of administrative barriers
- Structure of public administration in Slovenia
- Structures and decision-making in public administration

- Privatizacija in javno-zasebno sodelovanje - Management v javni upravi - Kakovost v javni upravi - Načrtovanje, izvajanje in koordinacija politik v javni upravi - Digitalizacija javne uprave, e-uprava in uporabniško usmerjene javne storitve - Podatkovno podprto odločanje in uporaba umetne inteligence v javni upravi - Transparentnost, odgovornost in zaupanje v javne institucije - Odpornost javne uprave v kriznih razmerah - Trajnost, zelena preobrazba in inovacije v javnem sektorju	- Para-state entities - Local self-government and regionalisation - Privatisation and public-private cooperation - Management in public administration - Quality management in public administration - Policy planning, implementation and coordination in public administration - Digitalisation of public administration, e-government and user-oriented public services - Data-based decision-making and the use of artificial intelligence in public administration - Transparency, accountability and trust in public institutions - Resilience of public administration in crisis situations - Sustainability, green transition and innovation in the public sector
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Temeljna literatura in viri / Readings:

Obvezna / Compulsory:

- Justinek Gorazd. Modernizacija javne uprave. Skripta za predmet. (dostopna v e-učilnici).
- JUSTINEK, Gorazd. Modernizacija in učinkovitost v slovenski javni upravi. V: JAMBREK, Peter (ur.). Državna uprava, ustavna demokracija in mednarodno pravo : liber amicorum Anton Jerovšek. Bled: Inštitut za ustavno ureditev in človekove pravice, 2022. Str. 99-116. (Dostopno v e-učilnici)
- KUKOVIČ, Simona, JUSTINEK, Gorazd. Modernisation trends in public administration in Slovenia. *Hrvatska i komparativna javna uprava*. 2020, god. 20, br. 4, str. 623-647 (dostopna v e-učilnici).
- JUSTINEK, Gorazd. Strategic integration of sustainability, circular economy, and blockchain in Slovenian urban governance. *Lexonomica : revija za pravo in ekonomijo*. [Spletna izd.]. 2025, vol. 17, no. 1, str. 38-58. (dostopna v e-učilnici).
- JUSTINEK, Gorazd. Blockchain and sustainability : examining the future of a circular economy due to new technologies. *Dignitas : revija za človekove pravice*. 2024, [št.] 102, str. 63-81. (dostopna 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:

- JUSTINEK, Gorazd, LETNAR ČERNIČ, Jernej. Business and human rights in state owned enterprises : the case of Slovenia. *International journal of public sector performance management*. 2022, vol. 9, no. 4, str. 382-398. (dostopna v e-učilnici).

Cilji in kompetence:**Študentje bodo razvili splošne kompetence:**

- sposobnost samostojne in kritične analize sodobnih procesov modernizacije javne uprave;
- sposobnost uporabe raziskovalnih metod, strokovnih virov in primerjalnih pristopov pri obravnavi reform javne uprave;
- sposobnost povezovanja znanj s področja javne uprave, javnih politik, managementa, digitalizacije, kakovosti in institucionalnega razvoja;
- sposobnost kritične presoje učinkov upravnih reform na učinkovitost, transparentnost, odgovornost in kakovost javnih storitev;
- sposobnost priprave strokovnega pisnega izdelka, javne predstavitve argumentov in sodelovanja v strokovni razpravi.

Študentje bodo razvili predmetno specifične kompetence:

- sposobnost poglobljenega razumevanja konceptov sodobne javne uprave in njenega razvoja v Sloveniji;
- sposobnost analize reform in modernizacijskih procesov v javni upravi;
- sposobnost kritične presoje odpravljanja administrativnih ovir, organizacijskih sprememb in procesov odločanja v javni upravi;
- sposobnost razumevanja razmerja med državno upravo, para-državnimi subjekti, lokalno samoupravo in regionalizacijo;
- sposobnost analize vloge managementa, kakovosti, načrtovanja

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

- the ability to independently and critically analyse contemporary processes of public administration modernisation;
- the ability to apply research methods, professional sources and comparative approaches to the study of public administration reforms;
- the ability to connect knowledge from public administration, public policy, management, digitalisation, quality management and institutional development;
- the ability to critically assess the effects of administrative reforms on efficiency, transparency, accountability and the quality of public services;
- the ability to prepare a professional written assignment, present arguments publicly and participate in professional discussion.

Students will develop the following subject-specific competences:

- the ability to understand in depth the concepts of modern public administration and its development in Slovenia;
- the ability to analyse reforms and modernisation processes in public administration;
- the ability to critically assess the reduction of administrative barriers, organisational change and decision-making processes in public administration;
- the ability to understand the relationship between state

politik in koordinacije politik v javni upravi; - sposobnost presoje učinkov digitalizacije, e-uprave, podatkovnega odločanja in novih tehnologij na delovanje javne uprave; - sposobnost priprave analitične obravnave izbranega primera modernizacije javne uprave.	administration, para-state entities, local self-government and regionalisation; - the ability to analyse the role of management, quality management, policy planning and policy coordination in public administration; - the ability to assess the effects of digitalisation, e-government, data-based decision-making and new technologies on the functioning of public administration; - the ability to prepare an analytical assessment of a selected case of public administration modernisation.
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Predvideni študijski rezultati:

Po opravljenem predmetu bo študent:

- pojasnil ključne koncepte sodobne javne uprave in modernizacije javnega sektorja;
- analiziral razvoj javne uprave v Sloveniji in ga povezal s širšimi evropskimi reformnimi trendi;
- kritično ovrednotil reforme in modernizacijske procese v javni upravi;
- pojasnil pomen odpravljanja administrativnih ovir za učinkovitost javne uprave in kakovost javnih storitev;
- analiziral strukturo javne uprave v Sloveniji ter procese odločanja v javnem sektorju;
- kritično presodil vlogo para-državnih subjektov, lokalne samouprave in regionalizacije;
- ovrednotil pomen privatizacije, javno-zasebnega sodelovanja in organizacijskih sprememb v javnem sektorju;
- analiziral vlogo managementa, kakovosti, načrtovanja politik in koordinacije politik v javni upravi;
- pojasnil vpliv digitalizacije, e-uprave, podatkovno podprtega odločanja in novih tehnologij na modernizacijo javne uprave;

Intended learning outcomes:

After completing the course, the student will be able to:

- explain the key concepts of modern public administration and public sector modernisation;
- analyse the development of public administration in Slovenia and connect it with broader European reform trends;
- critically evaluate reforms and modernisation processes in public administration;
- explain the importance of reducing administrative barriers for the efficiency of public administration and the quality of public services;
- analyse the structure of public administration in Slovenia and decision-making processes in the public sector;
- critically assess the role of para-state entities, local self-government and regionalisation;
- evaluate the importance of privatisation, public-private cooperation and organisational change in the public sector;
- analyse the role of management, quality management, policy planning and policy coordination in public administration;
- explain the impact of digitalisation, e-government, data-based decision-

- pripravil analitično obravnavo izbranega primera modernizacije javne uprave.

- making and new technologies on the modernisation of public administration;
- prepare an analytical assessment of a selected case of public administration modernisation.

Metode poučevanja in učenja:

Oblike dela:

- ☒ Frontalna oblika poučevanja
- ☒ Delo v manjših skupinah oz. v dvojicah
- ☒ Samostojno delo študentov
- ☒ E-učenje
- ☒ Kombiniran način študija
- ☐ Drugo (vpišite) _____

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

Learning and teaching methods:

Types of learning/teaching:

- ☒ Frontal teaching
- ☒ Work in smaller groups or pair work
- ☒ Independent student work
- ☒ E-learning
- ☒ Blended Learning
- ☐ Other _____

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

Delež (v %) /

Weight (in %)

Načini ocenjevanja:

Assessment:

Sprotno ustno (aktivno sodelovanje pri kontaktnih urah)		Oral verification and assessment of knowledge
Sprotno pisno preverjanje znanja (krajši pisni izdelki)		Written verification and assessment of knowledge (short written casework)
Daljši pisni izdelek, analitična obravnava izbranega primera modernizacije javne uprave	30	Longer written assignment, analytical assessment of a selected case of public administration modernisation

Javni nastop ali predstavitev		Presentations
Končni ustni ali pisni izpit	70	Final examination (oral or written)
Drugo (vpišite)		Other:

Pogoj za pristop k izpitu: Vsaj 80 % prisotnost na kontaktnih urah. / Condition for taking the assessment: At least 80% attendance at contact hours.

Reference nosilca / Lecturer's references:

- JUSTINEK, Gorazd. Modernizacija in učinkovitost v slovenski javni upravi. V: JAMBREK, Peter (ur.). Državna uprava, ustavna demokracija in mednarodno pravo : liber amicorum Anton Jerovšek. Bled: Inštitut za ustavno ureditev in človekove pravice, 2022. Str. 99-116. (Dostopno v e-učilnici)
- JUSTINEK, Gorazd. Strategic integration of sustainability, circular economy, and blockchain in Slovenian urban governance. *Lexonomica : revija za pravo in ekonomijo*. [Spletna izd.]. 2025, vol. 17, no. 1, str. 38-58.
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- KUKOVIČ, Simona, JUSTINEK, Gorazd. Modernisation trends in public administration in Slovenia. *Hrvatska i komparativna javna uprava*. 2020, god. 20, br. 4, str. 623-647