



UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet:	Kadrovski management
Course title:	Human Resource Management

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester Semester
Državne in evropske študije I.		3	6
Governmental and European Studies I.		3	6

Vrsta predmeta / Course type

Izbirni/elective

Univerzitetna koda predmeta / University course code:

Predavanja Lectures	Seminar Seminar	Vaje Tutorial	Klinične vaje work	Druge oblike študija	Samost. delo Individ. work	ECTS
20	0	0	0	0	130	6

Nosilec predmeta / Lecturer:

prof. dr. Vito Bobek

Jeziki /

Languages:

Slovenščina/
Slovene

Predavanja /

Lectures:

Vaje / Tutorial:

slovenščina/Slovene

slovenščina/Slovene

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

Vključitev v 3. letnik.
Vsaj 80% prisotnost na predavanjih.

Prerequisites:

Enrollment in the 3rd year.
At least 80% attendance at lectures.

Vsebina:

Content (Syllabus outline):



1. Razvoj kadrovskega managementa in strateška vloga človeških virov 2. Strateški HRM in povezava s strategijo organizacije 3. Načrtovanje kadrov in analiza delovnih mest 4. Privabljanje, izbor in uvajanje zaposlenih 5. Razvoj kompetenc, vseživljenjsko učenje in upravljanje talentov 6. Motiviranje, nagrajevanje in sistemi ocenjevanja uspešnosti 7. Organizacijska kultura, zavzetost zaposlenih, dobro počutje pri delu in vodenje sprememb 8. Digitalna transformacija HR: – HR Analytics – umetna inteligenca v HR – digitalna orodja – delo na daljavo – hibridno delo 9. Pravni in etični vidiki upravljanja zaposlenih 10. Sodobni izzivi HR: – staranje prebivalstva – pomanjkanje kadrov – migracije – medkulturni management – raznolikost – trajnostni HRM – ESG z vidika zaposlenih	1. The Evolution of Human Resource Management and the Strategic Role of Human Resources 2. Strategic Human Resource Management and Its Alignment with Organizational Strategy 3. Human Resource Planning and Job Analysis 4. Recruitment, Selection, and Onboarding of Employees 5. Competency Development, Lifelong Learning, and Talent Management 6. Employee Motivation, Reward Systems, and Performance Management 7. Organizational Culture, Employee Engagement, Workplace Well-being, and Change Management 8. Digital Transformation of Human Resource Management: – HR Analytics – Artificial Intelligence in Human Resource Management – Digital HR Tools – Remote Work – Hybrid Work 9. Legal and Ethical Aspects of Human Resource Management 10. Contemporary Challenges in Human Resource Management: – Population Ageing – Labour and Skills Shortages – Migration – Cross-Cultural Management – Diversity and Inclusion – Sustainable Human Resource Management – ESG from the Human Resources Perspective
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Temeljni literatura in viri / Readings:

1. Bernik, Mojca. 2017. *Kadrovski management v sodobni organizaciji*. Univerza v Mariboru: Fakulteta za organizacijske vede.
2. Ferjan, Marko. 2018. *Kadrovski management – od industrijske revolucije do digitalizacije*. Maribor: Univerzitetna založba Univerze v Mariboru. Dostopno na <http://press.um.si/index.php/ump/catalog/download/353/313/557-1>
3. Armstrong, M., & Taylor, S. (2026). *Armstrong's handbook of human resource management practice: A guide to the theory and practice of people management* (17th ed.). Kogan Page.
4. Dessler, G. (2024). *Human resource management* (17th ed.). Pearson.

Cilji in kompetence:

Splošne kompetence:

- razvijanje analitičnega, kritičnega in sistemskega mišljenja pri obravnavi organizacijskih in kadrovskih izzivov;
- sposobnost samostojnega pridobivanja, vrednotenja in uporabe strokovnih informacij iz domačih in mednarodnih virov;
- sposobnost učinkovitega ustnega in pisnega komuniciranja ter argumentiranega predstavljanja strokovnih stališč;
- sposobnost timskega dela, sodelovanja in vodenja skupin v različnih organizacijskih okoljih;
- sposobnost etičnega odločanja, odgovornega ravnanja in spoštovanja načel profesionalne integritete;
- sposobnost uporabe digitalnih tehnologij in umetne inteligence pri reševanju strokovnih problemov;
- sposobnost prilagajanja organizacijskim spremembam ter vseživljenjskega učenja in strokovnega razvoja.

Predmetno-specifične kompetence:

- razumeti temeljne koncepte, funkcije in razvoj kadrovskega managementa v sodobnih organizacijah;
- analizirati kadrovske potrebe organizacije ter načrtovati ustrezne kadrovske aktivnosti;

Objectives and competences:

General competences:

- the ability to think analytically, critically, and systemically when addressing organizational and human resource management challenges;
- the ability to independently acquire, evaluate, and apply professional knowledge from national and international academic and professional sources;
- the ability to communicate effectively in both written and oral forms and to present well-founded professional arguments;
- the ability to work collaboratively in teams and to lead groups in diverse organizational environments;
- the ability to make ethical decisions, act responsibly, and adhere to the principles of professional integrity;
- the ability to use digital technologies and artificial intelligence in solving professional and organizational problems;
- the ability to adapt to organizational change and to engage in lifelong learning and continuous professional development.

Subject-specific competencies:

- to understand the fundamental concepts, functions, and development of human

- uporabljati sodobne metode privabljanja, izbire, uvajanja in razvoja zaposlenih;
- vrednotiti sisteme motiviranja, nagrajevanja in upravljanja delovne uspešnosti;
- analizirati organizacijsko kulturo, zavzetost zaposlenih in dejavnike dobrega počutja pri delu;
- razumeti pomen strateškega upravljanja človeških virov za doseganje organizacijskih ciljev;
- uporabljati temeljna digitalna orodja, HR Analytics in umetno inteligenco za podporo kadrovskim procesom;
- presoati pravne, etične in družbene vidike upravljanja zaposlenih;
- analizirati vpliv sodobnih trendov, kot so digitalizacija, demografske spremembe, migracije, raznolikost, vključevanje ter trajnostni razvoj, na upravljanje človeških virov;
- oblikovati strokovno utemeljene predloge za izboljšanje kadrovskih procesov v organizacijah javnega in zasebnega sektorja.

resource management in contemporary organizations;

- to analyse organizational human resource needs and develop appropriate human resource plans and activities;
- to apply contemporary methods of employee recruitment, selection, onboarding, and development;
- to evaluate employee motivation, reward systems, and performance management practices;
- to analyse organizational culture, employee engagement, and factors influencing workplace well-being;
- to understand the strategic role of human resource management in achieving organizational objectives;
- to apply fundamental digital HR tools, HR analytics, and artificial intelligence to support human resource management processes;
- to assess the legal, ethical, and social dimensions of managing human resources;
- to analyse the impact of contemporary trends, including digital transformation, demographic change, migration, diversity and inclusion, and sustainable human resource management, on the management of people in organizations;
- to develop professionally justified proposals for improving human resource management processes in public and private sector organizations.

Predvideni študijski rezultati:

Študent/ka bo pridobil/a znanja in razumevanje na naslednjih področjih na dodiplomski ravni:

- razložiti ključne koncepte HRM,
- primerjati različne HR strategije,
- analizirati kadrovske potrebe organizacije,

Intended learning outcomes:

Students will gain knowledge and understanding in the following areas at the undergraduate level:

- explain the fundamental concepts of Human Resource Management (HRM);



- uporabiti metode izbire kadrov,
- pripraviti predlog sistema nagrajevanja,
- ovrednotiti uporabo AI v HR,
- predstaviti rešitve konkretnega kadrovskega problema.

- compare different human resource management strategies;
- analyse the human resource needs of an organization;
- apply contemporary employee recruitment and selection methods;
- develop a proposal for an employee reward and compensation system;
- evaluate the application of artificial intelligence in human resource management;
- present evidence-based solutions to a specific human resource management problem.

Metode poučevanja in učenja:

Oblike dela:

- ☒ Frontalna oblika poučevanja
- ☒ Delo v manjših skupinah oz. v dvojicah
- ☒ Samostojno delo študentov
- ☒ e-učenje
- ☐ 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 students work
- ☒ e-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 %) /

Načini ocenjevanja:

Weight (in %)

Assessment:

Končna ocena je sestavljena iz:	(20 %)	Final assessment consists of:
- aktivnega sodelovanja in kratkih nalog na kontaktnih urah	(30 %)	- Active participation and short assignments in contact hours
- ocene vsebine in predstavitve seminarske naloge	(50 %)	- Assessment of the content and presentation of seminar



- ustnega izpita		- Oral exam
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Reference nosilca / Lecturer's references:

- HABRICH, Verena, BOBEK, Vito, JUSTINEK, Gorazd, HORVAT, Tatjana. The impact of the human capital of women on the economic development of Malaysia. *International journal of business and globalisation*. 2025, vol. 40, no. 3, str. 210-243, ilustr. ISSN 1753-3635. <https://www.inderscience.com/info/inarticle.php?artid=146481>, DOI: [10.1504/IJBG.2025.146481](https://doi.org/10.1504/IJBG.2025.146481). [COBISS.SI-ID [238456835](#)]
- BOBEK, Vito, HARRER, Jennifer, HORVAT, Tatjana. The correlation between different leadership styles and satisfaction among members of the Styrian Volunteer Fire Department. *International journal of innovation and learning*. 2024, vol. 36, no. 4, str. 425-466, ilustr. ISSN 1471-8197. [COBISS.SI-ID [206595075](#)]
- BOBEK, Vito, NAMBASA, Hellen, HORVAT, Tatjana, COLARIČ-JAKŠE, Lea-Marija. Digital transformation and workforce dynamics: an empirical analysis of blue-collar and white-collar workers in Austria = Digitalna transformacija in dinamika delovne sile: empirična analiza modrih in belih ovratnikov v Avstriji. *Journal of landscape governance : JLG*. 2024, vol. 9, issue 1, str. 83-94. ISSN 2463-9834. <https://drive.google.com/file/d/1tvdkrdZ6hfPjyabve2Qu5CJXbd3EIQS6/view>, [Digitalna knjižnica Univerze v Mariboru – DKUM](#). [COBISS.SI-ID [223153667](#)]
- BOBEK, Vito, SCHACHL, Andrea, HORVAT, Tatjana. The impact of women's economic empowerment on the rise of female entrepreneurship and human capital in South Africa. *International journal of diplomacy and economy*. 2023, vol. 9, no. 1, str. 23-56, ilustr. ISSN 2049-0895. <https://www.inderscience.com/info/inarticle.php?artid=128803>, DOI: [10.1504/IJDIPE.2022.10051340](https://doi.org/10.1504/IJDIPE.2022.10051340). [COBISS.SI-ID [148418563](#)]
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- BOBEK, Vito, HABRICH, Verena, HORVAT, Tatjana. The impact of the human capital of women on the economic development of Guatemala. *Mednarodno inovativno poslovanje : strokovno-znanstvena revija za področje poslovanja in poslovnega izobraževanja*. 2022, vol. 14, no. 1, str. 1-11, ilustr. ISSN 1855-6175. <https://journal.doba.si/ojs/index.php/jimb/article/view/JIBM.2022.14.1.10/266>, <http://www.dlib.si/details/URN:NBN:SI:DOC-4ZOIQDO5>, DOI: [10.32015/JIBM/2022.14.1.10](https://doi.org/10.32015/JIBM/2022.14.1.10). [COBISS.SI-ID [142236675](#)]
- BOBEK, Vito, HORVAT, Tatjana, GIALI, Paraskevi. Cultural and structural challenges to female leadership : a comparative study of Austria and Greece within the European Union framework. V: AKANDE, Adebawale (ur.). *Culture, leadership, and organizations : embracing the complexity of leadership*. London; Cambridge: Academic Press, an imprint of Elsevier, cop. 2026. Str. 189-207,



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