



UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet:	Kadrovski management
Course title:	Personal Management

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester Semester
Javna uprava I. stopnja		3	6
Public Administration 1st degree		3	6

Vrsta predmeta / Course type

Univerzitetna koda predmeta / University course code:

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

Nosilec predmeta / Lecturer:

Jeziki / Languages: Slovenščina/ Slovene	Predavanja / Lectures:	slovenščina/Slovene
	Vaje / Tutorial:	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):
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<ol style="list-style-type: none">1. Temeljna teoretična izhodišča in pojmovne opredelitve2. Strategija upravljanja kadrovskih virov3. Človeške zmožnosti in kompetence4. Analiza in oblikovanje dela5. Privabljanje in izbira novih zaposlenih6. Izobraževanje in usposabljanje javnih uslužbencev ter razvoj kariere7. Delovna uspešnost in nagrajevanje zaposlenih8. Proces obvladovanja tveganj na področju kadrov (identificiranje tveganj, vrednotenje tveganj, razvoj strategij za obvladovanje tveganj, uvedba strategij, nadzor uvedbe in delovanja, deležniki procesa obvladovanja tveganj na področju kadrov)9. Uporaba digitalnih orodij v kadrovskem managementu (npr. sistemi za upravljanje kadrov, analitika podatkov, umetna inteligenca pri iskanju kadrov).	<ol style="list-style-type: none">1. Basic theoretical background and conceptual definitions2. The strategy of human resources management3. Human capabilities and competencies4. Work analysis and work design5. Recruiting and selection of new employees6. Education and training of civil servants and career development7. Work performance and employees rewarding8. Risk management process in HR (identifying risks, risks assessment, developing strategies for managing risks, strategies implementation, monitoring, who is involved in HR risk management process)9. Use of digital tools in human resource management (e. g. human resource management systems, data analytics, artificial intelligence in recruiting).
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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. Pervanje, M., Kragelj, K. (2009) Metode iskanja in izbora kadrov s praktičnimi primeri in uporabnimi nasveti, Planet GV, Ljubljana.
3. 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>

Cilji in kompetence:

- Splošne kompetence:
- Sposobnost inovativnosti in kreativnosti ter koherentno obvladanje temeljnega znanja na področju z razumevanjem splošne strukture temeljne discipline (stroke) ter povezanosti med njenimi pod disciplinami.
 - Sposobnost umeščanja novih informacij in interpretacij, sposobnost kritične in samokritične presoje ter sposobnost

Objectives and competences:

- General competences:
- Ability to innovate and be creative, and to master coherently the basic knowledge in the field by understanding the general structure of the basic discipline (profession) and the connection between its sub-disciplines.
 - Ability to place new information and interpretations, the ability to critically and



povezovanja znanja z različnih področij in aplikacije v kontekstu interdisciplinarnega razvoja stroke.

- Etična refleksija in zavezanost profesionalni etiki ter sposobnost formuliranja strokovnih idej v različnih oblikah, pisnega strokovnega izražanja, govornega javnega nastopanja, argumentiranja, vodenja razprave in sodelovanja v njej.

Predmetno-specifične kompetence:

- Študente seznaniti z osnovami managementa, s posebnim poudarkom na upravljanju vedenja v organizacijah.
- Usposobiti jih, da prepoznajo in razumejo z ljudmi povezane probleme v organizaciji ter uspešno sodelujejo pri njihovem reševanju, vse z namenom uspešnejšega vodenja organizacij.
- Seznaniti študente z izbranimi poglavji kadrovskega managementa.
- Spoznati, razumeti in interpretirati teoretične koncepte kadrovskega managementa, ki so potrebni za vzpostavitev kadrovskih pogojev za delovanje organizacij.
- Razumeti dimenzije tveganj na področju ravnanja s kadri.
- Seznaniti študente s tematiko o vključujočem kadrovskem managementu in upravljanju raznolikih delovnih skupin (vključno z ranljivimi skupinami).

self-critically assess, and the ability to connect knowledge from different fields and applications in the context of interdisciplinary development of the profession.

- Ethical reflection and commitment to professional ethics and the ability to formulate professional ideas in various forms, written professional expression, public speaking, argumentation, leading a discussion and participating in it.

Subject-specific competencies:

- To introduce students to the basics of management, with an emphasis on managing human behavior in organizations.
- To recognize and understand human-related problems, and participate in solving those problems, in order to manage organizations successfully.
- To introduce students to some issues regarding human resource in contemporary organization.
- To introduce students to some issues regarding human resource in contemporary organization.
- To understand dimensions of HR risk management.
- To introduce students to the topic of inclusive human resource management and the management of diverse work groups (including vulnerable groups).

Predvideni študijski rezultati:

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

- Celovita predstavitev temeljne vsebine s področja kadrovskih procesov v javnem sektorju.
- Znanje o človeškem dejavniku v organizaciji in se seznanitev s pomenom njegovega

Intended learning outcomes:

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

- To present a comprehensive fundamental topics of human resource management in the public sector.
- Students gain knowledge about the human element in organization and to become acquainted with the importance of his



<p> vključevanja v načrtovanje ter izvajanje poslovnih odločitev.</p> <ul style="list-style-type: none">- Seznanitev s temeljnimi značilnostmi globalne kadrovske funkcije in kadrovskega menedžmenta ter spoznavanje pomena strateškega upravljanja upravne organizacije z vidika človeških virov.- S primerjavo domače in tuje prakse študenti spoznajo sodobne smeri razvoja menedžmenta kadrovskega virov v organizacijah v EU in OECD.- Razvoj kompetenc za strateško kadrovske odločanje, upravljanje sprememb in izboljševanje organizacijske kulture.	<p>involvement in the planning and implementation of business decisions.</p> <ul style="list-style-type: none">- Students are introduced to the basic characteristics of the global HR function and personnel management as well as learn about the importance of the strategic management of an organization in terms of human resources.- By comparing domestic and foreign law students learn about contemporary trends in management of human resources in organizations in the EU and OECD.- Development of competencies for strategic HR decision-making, change management and improving organizational culture.
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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 students 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:

<p>Končna ocena je sestavljena iz:</p> <ul style="list-style-type: none">- aktivnega sodelovanja na kontaktnih urah	<p>(5 %)</p>	<p>Final assessment consists of:</p> <ul style="list-style-type: none">- Active participation in contact hours
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- ocene vsebine in predstavitve seminarske naloge	(30 %)	- Assessment of the content and presentation of seminar
- ustnega izpita	(65 %)	- Oral exam

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](https://www.cobiss.si/record/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](https://www.cobiss.si/record/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>. [COBISS.SI-ID [223153667](https://www.cobiss.si/record/223153667)]

BOBEK, Vito, TERNULLO, Gabriele, HORVAT, Tatjana. Exploring the role of cultural intelligence in mitigating expatriate stress : strategies for enhancing wellbeing in cross-cultural contexts. *Organizacija : revija za management, informatiko in kadre*. [Tiskana izd.]. avg. 2024, vol. 57, issue 3, str. 218-237, ilustr. ISSN 1318-5454. https://organizacija.fov.um.si/wp-content/uploads/2024/12/2_BOBEK-SL.pdf, Digitalna knjižnica Univerze v Mariboru – DKUM, DOI: [10.2478/orga-2024-0016](https://doi.org/10.2478/orga-2024-0016). [COBISS.SI-ID [206659075](https://www.cobiss.si/record/206659075)]

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BOBEK, Vito, BRADLER, Sarah Anna, MAČEK, Anita, HORVAT, Tatjana. Differences in leadership in Austria and Taiwan : a cross-cultural analysis focusing on leadership and discrimination. *Ekonomski misao i praksa : časopis Fakulteta za turizam i vanjsku trgovinu Dubrovnik*. 2019, god. 28, br. 2, str. 21-37. ISSN 1330-1039. https://hrcak.srce.hr/index.php?show=clanak&id_clanak_jezik=335117. [COBISS.SI-ID [13528348](https://www.cobiss.si/record/13528348)]

CANTÚ CAVADA, Martha, BOBEK, Vito, MAČEK, Anita. Motivation factors for female entrepreneurship in Mexico. *Entrepreneurial Business and Economics Review*. [Online ed.]. 2017, vol. 5, no. 3, str. 133-148, ilustr. ISSN 2353-8821. <https://eber.uek.krakow.pl/index.php/eber/article/view/275/pdf>, DOI: [10.15678/EBER.2017.050307](https://doi.org/10.15678/EBER.2017.050307). [COBISS.SI-ID [12862236](https://www.cobiss.si/record/12862236)]



BURBÖCK, Birgit, KUBLI, Viktoria, MAČEK, Anita, BOBEK, Vito. Effects of different types of framing in advertising messages on human decision behaviour. *International journal of diplomacy and economy*. 2019, vol. 5, no. 1, str. 27-41. ISSN 2049-0887. [COBISS.SI-ID [13332764](#)]

BOBEK, Vito, MORITZ, Jellenz, HORVAT, Tatjana. Namibia's triple challenge and its economic development. V: YONK, Ryan Merlin (ur.), BOBEK, Vito (ur.). *Perspectives on economic development - public policy, culture, and economic development*. London, UK: IntechOpen, 2020. Str. 41-61. ISBN 978-1-78985-937-9. <https://www.intechopen.com/books/perspectives-on-economic-development-public-policy-culture-and-economic-development/namibia-s-triple-challenge-and-its-economic-development>. [COBISS.SI-ID [19805443](#)]

HORVAT, Tatjana, GABER SIVKA, Nataša, BOBEK, Vito. The impact of institutional and political factors on timely adoption of local community budgets. V: BOBEK, Vito (ur.). *Smart urban development*. London, UK: IntechOpen, 2020. Str. 17-29. ISBN 978-1-78985-041-3. <https://www.intechopen.com/books/smart-urban-development/the-impact-of-institutional-and-political-factors-on-timely-adoption-of-local-community-budgets>, DOI: [10.5772/intechopen.86950](https://doi.org/10.5772/intechopen.86950). [COBISS.SI-ID [13601820](#)]