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**INSTRUCTIONS FOR THE PREPARATION AND WRITING OF SEMINAR ASSIGNMENTS, GRADUATE AND MASTER'S THESES AT THE FACULTY OF PUBLIC ADMINISTRATION**

The text uses "work" for seminar, diploma and master's work, with the exception of cases where individual work must be considered separately. In the case of a seminar paper, the instructions are used in a meaningful way for an individual subject and in accordance with the instructions of the course provider.

The term “candidate” written in the grammatical form of the masculine gender is used as neutral and applies equally to both genders.

Examples are given in blue.

**Content of instructions:**

# 1 PRODUCTION OF WORK

Writing a diploma thesis deals with the basic level of research complexity, while a master's thesis deals with the complexity at the level of applied and development research. The results of the research presented by the master's thesis must bring forward new facts, new information and new insights for the progress of the profession.

By preparing the work, the candidate must demonstrate the ability to use theoretical and research knowledge in the independent processing of current professional topics, while the master's thesis is usually a previously unprocessed topic.

In addition, (the diploma thesis at the basic level and the master's thesis at the higher level) it also indicates the candidate's ability to use the methodology of scientific research, the ability to use foreign relevant knowledge, views, scientific facts, theories, etc. and the ability to design and present research results and their own findings which they discovered in their research work, including the ability to write texts of professional stature.

**When preparing their work, the candidate must know and take into account the general characteristics of the work, the defined purpose and objectives of the work, structure, documentation basis of the work (quotations, notes, illustrations) and technical processing of the work.**

# 2 GENERAL

## 2.1 BINDING

- The diploma thesis must be bound in a dark red canvas or similar material (hardcover).
- The master's thesis must be bound in a dark blue canvas or similar material (hardcover).
- The inscriptions on the outer title page are embossed in gilded letters.

## 2.2 SCOPE OF TEXT

- Diploma thesis: the core of the text from two author's pages (60,000 characters or 10,000 words, approx. 32 pages) to three and a half author's pages (105,000 characters or 17,500 words, approx. 56 pages).
- Master's thesis: the core of the text from five author's pages (150,000 characters or 25,000 words, approx. 80 pages) to eight author's pages (240,000 characters or 40,000 words, approx. 128 pages).

– The volume quota of the text does not include the title page, table of contents, statements, list of abbreviations and acronyms used, dictionary of Slovenian translations of foreign terms, possible appendices and list of literature and sources.

# 3 THESIS STRUCTURE

The structure is broken down into the following elements:

1. title page on the cover,
2. internal cover page (new page, odd page),
3. statement on the authorship of the diploma / master's thesis (new page, odd page),
4. summary and keywords in Slovenian (new page, odd page),
5. title of the work, summary and keywords in English (new page),
6. index (new page, odd page),
7. index of illustrations separated by tags (chart, figure, table,…) (new page, even or odd),
8. a list of abbreviations and acronyms used (if applicable) (new page, even or odd page),
9. dictionary of Slovenian translations of foreign terms (if necessary),
10. introduction (odd page),
11. topic processing (central part),
12. conclusion,
13. literature and sources (new page, even or odd).

# 4 LANGUAGE

## 4.1 LANGUAGE INTEGRITY

The professional text within the work is not a literary text and is subject to certain rules, such as e.g. the text must be unambiguous and comprehensible. It is recommended to use shorter sentences that contain as few subordinate clauses as possible; the same content, phenomenon or thing should always be named correspondingly.

## 4.2 WRITING PROFESSIONAL TEXTS INFLUENCES THE DEVELOPMENT OF SLOVENIAN PROFESSIONAL TERMINOLOGY

The candidate should therefore consider the already used and established Slovenian terms and translations of technical terms. In the case of a new technical term in a foreign language that has not yet been translated, the candidate must make an effort to find appropriate Slovenian translations.

As a rule, the research part of the text is written in the 1st person plural, regardless of the number of authors of the work, e.g. we have found, we anticipate, etc.

## 4.3 ENGLISH TEXT

British English is used for the English text, except where reference is made to the literature or a term that uses American English in the original.

# 5 CHARACTERISTICS OF THE ELEMENTS OF THE WORK

## 5.1 TITLE PAGE ON THE COVER PAGE (ANNEX 1)

The text is centered, written in bold, the title of the work is 20 pt, the rest of the text is 14 pt. THE UNIVERSITY OF LJUBLJANA is written above and THE FACULTY OF PUBLIC ADMINISTRATION is written below in capital letters. In the middle of the page, the type of work is written in small block letters (Diploma thesis or Master's thesis). This is followed by a blank line and the WORK TITLE written in capital letters below. This is followed by a blank line followed by the name and surname of the candidate in small print. At the bottom, "Ljubljana" is written in small print, followed by a comma and the current month in words, including the year of submission.

## 5.2 INTERNAL COVER PAGE (ANNEX 2)

The internal title page is written in Slovenian. The text is centred and written in 12 pt. THE UNIVERSITY OF LJUBLJANA is written above and THE FACULTY OF PUBLIC ADMINISTRATION is written below in capital letters and in bold. This is followed by a space of 200 pt following the indication of the type of work (Diploma thesis or Master's thesis). This is followed by a blank line, then in capital and bold letters, 16 pt, follows the WORK TITLE with an 250 pt indent. In the lower part, the candidate's information is written in small printed letters, aligned to the left, without spaces between paragraphs, each in its own line: "Candidate:", "Enrolment number:" and "Study program:", followed by a blank line and then "Mentor:" with the name of the mentor together with their abbreviation for the habilitation and scientific title (e.g. Assoc. Prof. Dr., Assist. Dr.). The indentation of the text with the above information is 4 cm from the left edge. This is followed by two blank lines and "Ljubljana," written in the middle, followed by the current month in words and the year of submission of the work.

## 5.3 STATEMENT OF AUTHORSHIP OF THE GRADUATE / MASTER'S THESIS AND INDICATION OF THE LECTURER (ANNEX 3)

The text and format of the statement must be in accordance with the model text in the Annex, adapted to the candidate's information. The statement is signed by the candidate in their own handwriting.

## 5.4 SUMMARY AND KEY WORDS IN THE SLOVENIAN LANGUAGE (APPENDIX 4)

The summary is written in Slovenian. It consists of a maximum of 250 words. The summary shall sensibly contain:

- research challenge and purpose (approx. 50 words): broader problem framework, justification of the purpose of the work and the reasons for writing the work or reasons for research;
- research methodology / approach (approx. 50 words): how the objectives were achieved, which methods were used;
- findings (approx. 50 words): what was found in the analysis, what are the results;
- usability (approx. 50 words): the contribution is indicated according to the field of study or type of contribution: either scientific (changes in science and scientific approaches, identified limitations of research work and suggestions for further work), practical (what the results mean for public sector practice and more broadly, what are the applied and/or economic effects) or to the social environment (what effect does the work have on the sociological environment, how does it affect the public, the field of the environment, industry, who benefits from it).

This is followed by 5 to 7 recorded keywords. The phrase 'Keywords' is in bold.

## 5.5 TITLE OF WORK, SUMMARY AND KEY WORDS IN ENGLISH

On the page below the line with the word "ABSTRACT" (bold, 16 pt), the title of the work is written in capital letters, 14 pt, followed by the summary and keywords in normal font. The text "Keywords" is in bold.

## 5.6 INDEX (ANNEX 5)

The index lists all the titles of the chapters, namely the decimal units with the corresponding titles, from the introduction to and including the annexes.

## 5.7 INDEX OF ILLUSTRATIONS

It contains separate indexes by labels in alphabetical order of labels (e.g. Graph Index, Image Index, Table Index). In these indexes, graphs, figures, tables, sketches, diagrams, maps and other types of illustrations included in the text are displayed chronologically (in the order in which they appear in the text), separately for each type of illustration. For each individual illustration, the number of the illustration, the title of the illustration and the page number on which the illustration appears is indicated.

## 5.8 LIST OF ABBREVIATIONS AND ACRONYMS USED (IF NECESSARY)

They are given transparently, sensibly separated, in columnar (tabular) form. Abbreviations/acronyms that are not generally used are listed. The abbreviations/acronyms used in the list are sorted alphabetically.

Example:

LIST OF ABBREVIATIONS AND ACRONYMS USED

KM Human Resources
Management SL Statistical
Yearbook
...

## 5.9 DICTIONARY OF SLOVENIAN TRANSLATIONS OF FOREIGN TERMS (IF NECESSARY)

They are given transparently, sensibly separated, in columnar (tabular) form. Translations that are not generally used are listed. The translations used in the list are sorted alphabetically. Example:

DICTIONARY OF SLOVENIAN TRANSLATIONS OF FOREIGN TERMS

| | |
|---|---|
| ability test | ability test field |
| experiment | field experiment field |
| study | field study |

...

## 5.10 INTRODUCTION

The introduction is an obligatory component and comprises approx. 5 % of the work (at least one page). In the introduction, the reader is introduced to the subject matter. It contains concrete statements given by the candidate in the explanation and hypotheses within their application of their chosen topic where they used the future tense and used the present or past tense when finalizing the introduction. The introduction usually contains the following components, but they are not structured into sub-chapters:

- problem and subject of research with hypotheses or research questions,
- the purpose and objectives of the research,
- assessment of research conducted so far (in the master's thesis),
- research methods,
- a concise description of the content by chapters.

## 5.11 TOPIC PROCESSING

In the central part, the candidate proves their knowledge, abilities, experience, critical thinking, creativity, research experience and motivation. It must logically connect relevant findings, facts, evidence and thoughts in defining the research problem and implementing the conclusions. In doing so, they must be independent and objective in considering and making relevant assessments and proposals, while supporting their independence and responsibility with arguments and substantiated evidence. In the central part, the candidate quotes foreign views, findings and formulations and cites the literature used in the reference records. As a rule, the text is divided into three basic content sets:

- historically-theoretical, retrospective or explicative part (presentation of previous findings);
- analytically-experimental part (solves the research problem and the subject of research and proves the set hypotheses);
- perspective part (in this part the candidate clearly, systematically and concisely presents relevant findings, information, views and established facts, which are processed and extensively explained in the analytically-experimental part of the work and where the hypothesis is proven or refuted and in which answers to research questions are given).

The indicated three parts above do not exclusively suggest that the central part comprises of three chapters only, but only suggest three broad content sets, which, if necessary, are divided into several parts and subsections with their corresponding titles.

## 5.12 CONCLUSION

It contains concise findings. It covers about 5% of the work (at least one page). In the conclusion, neither citations nor footnotes are used. We do not divide the conclusion into sub-chapters but rather form paragraphs where we present the structure of the work chronologically, add open questions, suggestions for further work, usefulness of the results, etc. In the conclusion, the relevant contribution of the task to the profession and science in master's and doctoral theses is also stated.

## 5.13 LITERATURE AND SOURCES

The bibliographic units used are divided into two sections: Literature and Sources. Sources include legal sources, internal company/organization documents and websites (sources where the author is unknown). For legal topics of tasks, legal sources are stated in a special list, namely Legal sources, sorted by the hierarchy of their validity.

All bibliographic items used are displayed by using the APA style.

## 5.14 ANNEXES

Annexes include for example questionnaires, analysis tables, documents used etc. The annexes are numbered sequentially with an appropriate title added to each (e.g. Annex 1: Title of Annex 1). The titles of the annexes are written in the same way as the titles of the chapters.

# 6 DISPOSITION ELEMENTS OF THE WORK

## 6.1 TITLE

The title should simply, clearly and unambiguously reflect the essence of the content of the work. The title should not be too long or too short; it usually contains up to nine words. It must contain the key words of the topic. As a rule, we do not use the names of organizations, abbreviations and English terms in the title.

## 6.2 TITLE OF WORK IN ENGLISH

The title of the work in English should be checked by the mentor and harmonized with the established professional terminology.

## 6.3 EXPLANATION OF THE TOPIC AND PROBLEM

The proposed title of the paper must be substantiated by the candidate and prove the topicality and appropriateness of the topic. The research problem must be clearly defined by the student. If the problem is complex, the candidate can disassemble and study it in several segments.

## 6.4 PURPOSE AND OBJECTIVES OF THE RESEARCH

The candidate must unambiguously define the purpose and objectives of the research that they intend to achieve through their research. Within the purpose, the candidate presents which issues are dealt with, in what context and why they tackled the chosen topic. The purpose presents the general direction of the task and the purpose of the research (the purpose is to study, present, expose).

Objectives provide an answer to research questions by indicating what we strive to achieve. The main goal is divided into several sub-goals. According to the set goals and sub-goals, the candidate sets out research questions and hypotheses to which they will try to give substantiated answers during their research.

## 6.5 EVALUATION OF PREVIOUS RESEARCH

The candidate must study the relevant sources in the field of the topic. When preparing the disposition of the master's thesis, they must critically establish that the submitted topic has not been formed, processed and presented to the public up to the moment of applying for the topic of the master's thesis.

## 6.6 DETERMINING HYPOTHESES, RESEARCH QUESTIONS AND RESEARCH METHODS

A properly defined problem and subject of research are the bases for setting hypotheses or research questions. Hypotheses or research questions are recommended for diploma theses, while they are obligatory for master's theses, whereby at least one hypothesis or research question must indicate an international comparative context.

In the application, the candidate states the (scientific) research methods that they will use in their research and with which they will try to answer the set questions, prove or reject the hypotheses and thus achieve the purpose and objectives of the research. One main research method is usually used, together with other auxiliary methods.

## 6.7 EXPECTED RESULTS AND CONTRIBUTION OF THE RESEARCH

The candidate precisely and unambiguously defines the expected contribution of the research and states the most important results they expect from the implementation of the research. On this basis, the professionalism of the topic and the qualification and suitability of the candidate for obtaining a professional or scientific title is assessed.

## 6.8 EXPECTED CONTRIBUTION TO SCIENCE AND PROFESSION (MASTER'S THESIS)

The results of research must represent a specific contribution to science or a profession. The student clearly and precisely states under which assumptions the results of the research presented in the master's thesis will potentially be used.

## 6.9 EXPECTED STRUCTURE AND TABLE OF CONTENTS

For each chapter, according to the hypotheses, the candidate summarizes what they intend to study. The quality structure is prepared on the basis of the already studied (considerable number) material on the chosen topic and in close cooperation with the mentor.

### 6.10 LITERATURE AND SOURCES USED

The list indicates the basic literature and resources that will be used in the production of the work. In the case of a diploma thesis, the list includes at least 20 units of literature, of which at least a fifth are foreign (most often articles in scientific and professional journals or papers published in conference proceedings). In the case of a master's thesis, the list of literature and sources includes:

- at least 50 units, of which at least 25 units of literature, the rest can be sources,
- at least one-fifth of the units must be in a foreign language.

# 7 TEXT FORMATTING

## 7.1 PAGE SETTING

Paper: white.
Page format: A4.
Edges:

- mirror edges,
- top, bottom, left, right: 2.5 cm,
- binding edge 0.5 cm.

## 7.2 BASIC TEXT FORMATTING

Font:

- font type: Calibri, upright,
- size: 12 pt,
- colour:
  black.

Paragraph:

- line spacing: 1.2 lines,
- without indenting the first line of the paragraph,
- justified alignment of text,
- indent after paragraph 12 pt.

## 7.3 BOLD, ITALIC AND UNDERLINED TEXT

When emphasizing text, we use italic text rather than bold text. Bold and underlined text is rarely used.

## 7.4 LINE INDICATIONS AND PARAGRAPH NUMBERING

It is recommended to use the "-" sign for line markings (indent marks) and Arabic numerals for numbering. Paragraph format:

- hanging,
- left edge offset: 0.63 cm,
- indent of the rest of the text: 0.63 from the line mark or number.

A paragraph that introduces line marks or numbered paragraphs has no space after the paragraph.

## 7.5 HEADER AND FOOTER

- The header is not used in diploma and master's theses, while it is used in other works (e.g. seminar papers) in accordance with instructions of the pedagogue.
- The footer contains the page numbering.
- Font in footer and header: Calibri, size 11 pt, no paragraph spacing.

## 7.6 PAGE NUMBERING

- The pages must be numbered sequentially.
- The page number is indicated in the middle of the document footer.
- The page number is not displayed on the cover and inner cover page.
- The first part of the work (from the statement of authorship up to and including the page before the Introduction) is numbered in small Roman numerals (iii, iv, v,…). Blank pages do not indicate a page number.
- The second part of the work (from and including the Introduction to the end of the work) is numbered with Arabic numerals. The numbering starts with the number 1.
- If the work is not divided into several parts (e.g. a seminar paper), the numbering continues repeatedly throughout the text.

## 7.7 NUMBERING AND FORMATION OF CHAPTER TITLES

Parts and subparts of a work (chapter, subchapter), from the Introduction up to the Conclusion, are numbered according to the decimal system, usually up to a maximum of 4 decimal units, and follow the form according to the following principle:

- first level (chapter): capital letters, Calibri, 16 pt, bold, space before and after the title 22 pt;
- second level (subchapter): capital letters, Calibri, 14 pt, bold, space before and after the title 12 pt;
- third level (subchapter): capital letters as in the sentence (first word of the title with a capital letter), Calibri, 14 pt, bold, space before and after the title 12 pt;
- fourth level: printed letters as in the sentence, Calibri, 12 pt, space before and after the title 12 pt.

The titles are left-aligned, with no indentation. Each title of the chapter or sub-chapter is followed by at least one paragraph - a short summary or introduction to the chapter.

The titles of other parts of the text (Index, Literature and Sources, Illustrations Index, Charts Index, Figures Index, Tables Index, List of Abbreviations and Acronyms, Dictionary of Slovenian Translations of Foreign Terms, Annexes) are not numbered but follow the abovementioned principle.

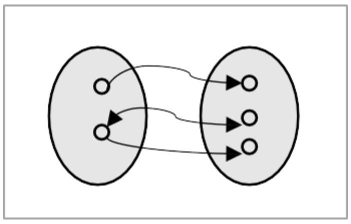
## 7.8 NOTES

Notes are indicated below the line. They are marked with a number, sequentially from the beginning to the end of the text. Notes are used when we want to clarify a particular statement or refer the reader to additional sources. The text of the note shall be written in 10 pt with a space after each paragraph 3 pt.

## 7.9 ILLUSTRATIONS - TABLES, FIGURES, CHARTS

Illustrations must be marked with a label and a serial number of the same type of illustration and addressed accordingly, without a full stop at the end (inscription above the illustration). Illustrations must be in the places where they belong in terms of content and centred. Below each illustration, the source (more on citation rules in the next chapter), on the basis of which the illustration is made (obtained, adapted), must be indicated, without a final dot.

**Figure 45: Figure title**

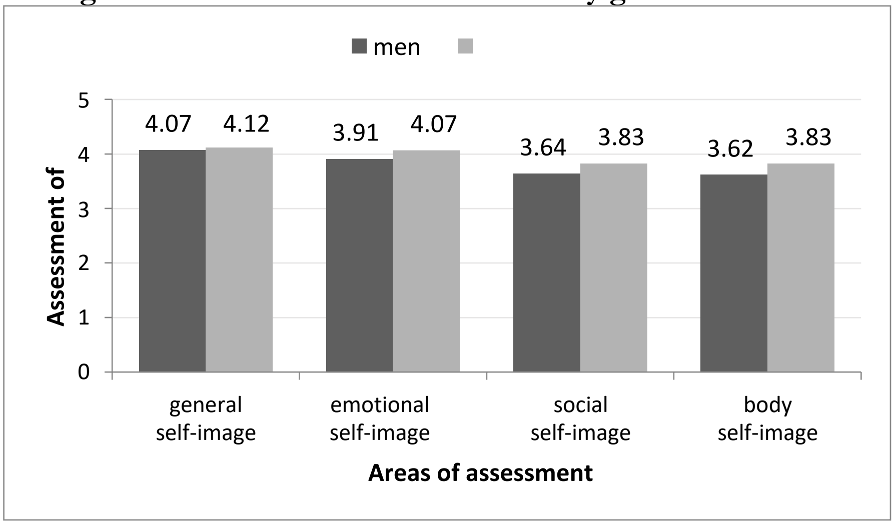


Source: Novak (2010, p. 124)

In the text, we refer to the illustrations by stating the mark and number, taking into account the Slovenian spelling. E.g. "… As shown in Figure 45.".

If it is an original illustration of the author, "Source: own" shall be indicated. However, if a chart is formed on the basis of data from their own research, the candidate opts for an exclusive form. If they display the data in a table, then they do not display the same data in a chart and vice versa. It is important, however, that the chart includes all the necessary data for clear understanding (axis addresses, description of data labels, etc.).

**Graph 17: Average values of self-esteem assessment by gender in different areas**




Source: own

If necessary, notes, abbreviations and symbols are given immediately following the illustration in order to explain, supplement or further clarify the content of the illustration (before the source is indicated). In case the print will not be in colour, we advise you to design the illustrations in grey tones.

Formatting:

- the line in which the illustration is located is centred and with no space after the paragraph.
- inscription (illustration code and title): Calibri font, size 11 pt, vertical, bold, spaced after paragraph 6 pt, centred, text flow: keep together with the following.
- source: Calibri font, size 11 pt, vertical, spacing after paragraph 12 pt, spacing before paragraph 6 pt, centred.
- illustration note (in front of source): Calibri font, size 10 pt, space before paragraph 6 pt, no space after paragraph.
- text in tables: Calibri font, size 11 pt, no space after paragraph.
- table borders: Only horizontal borders of 1 ½ pt thickness are drawn in the table (above, below and between the head and the body of the table). For more complex tables, intermediate borders, usually 1 pt thick, can be added if necessary.

**Table 1: Business operations in 2012 and 2014**

| Business operations | 2012 | 2014 |
|---|---|---|
| Ljubljana | 120 | 240 |
| Maribor | 95 | 110 |
| Novo Mesto | 145 | 100 |

Source: Novak (2010, p. 15)

## 7.10 INDEX ILLUSTRATIONS AND LISTS OF ABBREVIATIONS, ACRONYMS AND DICTIONARY

Illustration index. The text "Index of illustrations" is formatted in the same way as the title of the level 1 chapter,
while the titles of individual indexes are formatted in the same way as the title of the level 2 chapter. Index titles are not numbered.

List of abbreviations and acronyms used. These are indicated in columnar (tabular) form, with the abbreviation or acronym in the first column and the term to which it applies in the second. Abbreviations and acronyms are listed in alphabetical order. Font in the text of the list: Calibri, 12 pt, upright, left aligned, no paragraph spacing. The title of the list is the same as the title of the level 1 chapter, but it is not numbered.

The same applies to the Dictionary of Slovenian Translations of Foreign Terms as to the List of Abbreviations and Acronyms Used.

## 7.11 LONGER QUOTATIONS

Longer quotations (5 lines or more) are given in their paragraph with the following formatting: double-sided alignment, left and right margin offset 1 cm, Calibri font, size 11 pt (see alsosection 8.1).

## 7.12 FINAL ELEMENTS OF PROFESSIONAL OR SCIENTIFIC WORK

Literature and sources

- Bibliographic units are listed divided into two sets: Literature and sources. For tasks with a legal theme, legal sources are excluded from our Legal Resources section.
- The title Literature and Sources is the same as the title of the chapter at level 1, and the title of each component is the same as the title of the chapter at level 2. We do not number titles.
- Paragraph formatting for an individual bibliographic item: left alignment, hanging paragraph, line spacing except the first 1.25 cm, paragraph spacing: 6 pt. We use neither paragraph numbering nor line tags.
- A more detailed formatting design is described in section8.2.

Annexes contain, for example, extensive tables and figures, questionnaires used, printouts of computer data processing, etc. Each annex has its own title while also indicating the source under each annex, if necessary (as with illustrations). The annexes are numbered (Annex 1, Annex 2,…) and are listed in the index. The title of an Annex is the same as the title of the chapter at level 1, while the title of each individual annex is the same as the title of the chapter at level 2. We do not number titles.

# 8 CITING AND LISTING SOURCES - APA STYLE

When writing, one must strictly separate one's own text from the text of another author, his/her findings, claims, thoughts, ideas, data, illustrations, etc. The use of written findings and thoughts of other authors (intellectual property) is the basis of professional, research and scientific work, as it shows that we are familiar with the topic we are dealing with, which should be reflected in the newly created work. Thus, we can summarize definitions of concepts, scientific facts, ideas, data, information, illustrations, etc. In the work, we then either summarize foreign knowledge with our own words in a concise form (paraphrasing) or we literally cite the writings of other authors (citation, quotation); in both cases we must always cite the author (reference, quotation). Where citations of other authors in the text are not made, we indicate that we are the authors ourselves in which we give our own findings, thoughts, statements,…

The images or graphic annexes used and the data in the tables should also be cited accordingly. If the authorship is not stated, it is considered plagiarism or intellectual theft. What is part of general knowledge need not be quoted. The purpose of citation is, in addition to acknowledging authorship, to offer the reader the opportunity to find the original text, would they wish to obtain in-depth knowledge of certain information. At the end of the work, all the listed references should be written in the list of literature and sources (citing literature) [1].

## 8.1 QUOTATION WITHIN THE TEXT

If e.g. in the text we summarize the findings, claims and theses of the work or work of certain authors in a few pages and intertwine them, this must be indicated appropriately, so that either at the end of each thought the individual author is mentioned or at the beginning or at the end we explain that we have summarized from certain resources. Quoting within the text is performed in two ways, namely:

a) When we refer to the findings of the entire work
   - with the author's surname and the year of publication in parentheses, when the author is quoted within the text Surname (year),

1 Different standards are used to cite and quote literature (Harvard, Chicago, ISO 690, APA, …), which determine the method of citation and display of the bibliography list. They differ from each other mainly in the order of bibliographic elements, the way they are printed (landscape, vertical) and by the punctuation differences between them. The APA *(American Psychological Association)* standard is used worldwide in the social sciences and humanities. We can also use http://www.apastyle.org/, http://www.citethisforme.com/citation-generator/apa, https://owl.english.purdue.edu/owl/

- with surname and year in parentheses, separated by a comma: (Surname, year).
  Example: "... Kovač (2016) is of a similar opinion, pointing out systemic irregularities in his article... "
  Example: "... The development of e-government in Slovenia has been more or less successful since 2000 until today (Vintar, 2018)..."

b) If we use a certain sentence (or several sentences) in our text or just a word phrase, then in addition to the surname and year, we also indicate the page where the text is located. The same page is always cited when summarizing a thought that is stated or explained on specific pages of a longer text, e.g. book, anthology.
   Example: ... Dečman (2018, p. 132) is of similar opinion, stating that... Example:
   ... which, unlike Norway, is a big step forward (Kobal, 2019, p. 12)...

Web addresses are never mentioned in the content, neither in the text nor as a source for an image or table. The web address may only appear in the bibliography at the end of the work.

### 8.1.1 Literal quotation

Literal quotations are usually used when it comes to original thoughts of authors who have expressed themselves in such a way that it cannot be rephrased and when it comes to the originality, wit or conciseness of a quote, or when we want to emphasize specifics in the author's word order and discuss what is written. There should be few literal quotations, so that our text does not become just a caption of various quotations.

In the case of literal quotations of some parts of texts, we indicate the text in quotation marks and state the authorship at the end, to which we add the page where the literal quote is located (Surname, year, p. XY). The full stop is always at the end and outside the quotation marks.

Example: "One should be careful with quotations. For one's own text can quickly disappear among a number of quotations" (Hladnik, 2018, p. 119).

If the author is quoted within the text, we indicate
Example: ... as Hladnik (2018) says: "One should be careful with quotations. For one's own text can quickly disappear among a number of quotations" (p. 119).

Example: Vintar (2018) claims that "development ran smoothly until 2015".

In case the summarized text is too long or some words are not important or appropriate, it can be shortened or some of it omitted, while the missing part can be replaced with three full stops in square brackets [...]. If the citation is longer than 5 lines, we write it down in an individual paragraph.

### 8.1.2 More authors, more sources

The following are examples of citing a bibliographic source in the case of several authors:

- if there are 2 authors, write down both authors with the sign "&" between them (Drenovec & Sekne, 2017); if they are listed in the text, connect them with the conjunction "and": Drenovec and Sekne (2017) in their research...
- if there are 3 to 5 authors, all authors are listed at the first mention, separated by commas including "&" before the last author cited, (Pevcin, Kuhelj & Klun, 2017), and at each subsequent mention only the first surname is stated including "et al." (Pevcin et al., 2017). We follow the same rule when mentioning the authors' surnames in the text, except that we use the conjunction "and" instead of the "&" sign: Pevcin, Kuhelj and Klun (2017) are… or Pevcin et al. (2017) are...
- if there are more than 5 authors, only the first one is mentioned at the first mention and "et al." is added (Dečman et al., 2019).

If several sources are cited at the same time, the alphabetical order of the authors is separated by a semicolon (Dečman, 2019; Klun, 2010). If several works by the same author are cited, we classify the citations by years (Klun, 2016, 2017a, 2017b). The punctuation mark at the end of a sentence is always after the source.

### 8.1.3 Citation by secondary source

If the author's finding, which was summarized by another author in his/her work, is cited, it is a citation from a secondary source and not from a primary source. In this case, the author (original) of the quotation is stated first, then "in" is added following the stated secondary author (Brejc, 2017, in Ivanka, 2018, p. 23) or among the text Brejc (2016, in Ivanka 2016, p. 23). Despite this instruction, it is preferred that the primary source is always sought and used, as secondary references are not desirable.

### 8.1.4 Unknown author

When citing sources where the author is unknown, the following shall be indicated in brackets instead of the author:

- title of work, e.g. (Statistical Yearbook, 2019, p. 59),
- editors, e.g. (Keen, 1988),
- organisation, e.g. (SURS, 2012).

### 8.1.5 Legal sources

When citing laws and regulations, the first mention shall state the name of the law in full and in parentheses, the official abbreviation of the law and the publication of all issues of the Official Gazette where the law or its amendments were published and in subsequent mentions only the abbreviation of the law, or, after stating the name of the law in full, in the text and its abbreviation in parentheses (if the law will appear more than once in the assignment, then only the abbreviation is used in the text), the publication of all numbers of official gazettes shall be indicated in the notes.

As a rule, the number of the article is indicated and if necessary the paragraph of the article we are quoting.

Access to Public Information Act (ZDIJZ, Official Gazette of the Republic of Slovenia, No. 24/03-ZDIJZ, 61 / 05- ZDIJZ-A, 28/06-ZDIJZ-B, 51/06-ZDIJZ-UPB2, 23 / 14- ZDIJZ-C,

50/14-ZDIJZ-D, 102/15-ZDIJZ-E)
extends the right of access, as it does not make it conditional on a legitimate legal interest. Namely, the Act "regulates the procedure that enables everyone free access to public information (the first paragraph of Article 2 of the ZDIJZ) free of charge (Article 133 of the ZDIJZ).

If the legal act does not have an official abbreviation, then instead of an official abbreviation we indicate the abbreviation that we will use in the text (in the example below, for example, the IJZ Regulation).

If we cite changes to a particular law, we use the acronym of the amendment to the law. Similar to the above, the first mention of the amended law applies to its publication.

As part of the activities of harmonization of Slovenian legislation with Directive 2013/98/EC in 2015, the ZDIJZ was amended first (ZDIJZ-A, Official Gazette of the Republic of Slovenia, No. 61/05), followed by a new Regulation on the transmission and re-use of public information character (IJZ Regulation, Official Gazette of the Republic of Slovenia, No. 76/05), which replaced the one from 2013.

When quoting online or electronic sources, if the author is not known, the holder of material rights or the owner of the website shall be stated. If the year of the record is evident, the latter is used, however, if the year is not evident, the year when the source was found is recorded (MPA, 2015).

### 8.1.6 Pictures, spreadsheets, tables

If we insert an image of another author into the text, we have to state this beneath the image (see 7.9). In the source, we always add the page where the image is located in the original part. The same applies to all other graphs, tables and spreadsheets.

## 8.2 LISTING LITERATURE AND SOURCES IN THE LIST

All references to literature and sources cited in the text must be listed in the list at the end of the work and vice versa, thus all cited literature and sources must be cited somewhere within the text. At the end, we write down the sources independently, each in its own individual paragraph. We must list all bibliographic elements specified by the selected standard for a particular unit. There is a full stop at the end of each source, unless the last record is a web address. We do not number or write the list in indents.

When citing sources, we separate the used texts into a list of literature and a list of sources at the end (in the case of legal topics, a list of legal sources is made). The list of literature includes all works (publicly) published in book form, articles published in anthologies, journals and also online works. The list of sources combines internal materials, dictionaries, statistical and legislative publications [2].

In the following, the methods of listing the most frequently used bibliographic units will be presented. If the source has one to seven authors (or editors), we list them all. When citing authors or editors, in the case of two authors, there is no comma before the sign "&", while in all other cases the comma is written after the penultimate author. For all bibliographic units, in the case of 8 or more authors (or editors) we indicate the first 6, followed by three full stops and the last author, without the

2 We recommend that the list of literature and sources be compiled simultaneously during the writing of the work, while it is not necessary to list the sources that assisted with acquaintance of the field but only those from which we summarized thoughts, theories and results and those which we cited (mandatory) in the text.

"&" sign. Bibliographic units, which are written in light grey in the examples below, are not a mandatory element of the record.

### 8.2.1 Book

In the case of a book source, in addition to the author, year of publication and title, we also indicate the publisher and place of publication. We only indicate the country if it's a federal state in the U.S., otherwise not.

Surname, I. (year). *Title: Subtitle* [Translation] (edition, reprint). Place, Country: Publisher (Collection; numbering).

Example: Vintar, M. (2015). *Informatics*. Ljubljana: Publisher of the Faculty of Public Administration.

Example: Goodpaster, K. E., Nash, L. L., & de Bettignies, H. (2006). Business ethics: Policies and persons. Boston, MA: McGraw-Hill / Irwin.

If a book does not have an author but has an editor, the editor is stated in the place of the author and this is also marked by adding "(ed.)" after the name of the editor.

Example: Keen, E. (ed.). (1988). *Natural language*. Cambridge: University of Cambridge Press. In

the event that there are neither authors nor editors, we write the title in the first place.

Example: *Dictionary of the Slovene standard language.* (1995). Ljubljana: DZS.
Example: *Lexicon of Cankar publishers.* (1993). 3rd ed. Ljubljana: Cankar publishers.

### 8.2.2 Chapter in a book, contribution to proceedings or report

The author of the article is listed by their surname and their initials, including the year which is added in parentheses followed by the title of the article. We continue with the book's information, where we write the letters In following the editor's initials and surname (opposite as with the author of the article!), the title of the book (proceedings, reports) in italics and the pages in parentheses. Finally, we state the publisher's information. If there is no editor, this information is simply omitted.

Surname, I. (year). Title of the paper. In I. Surname (ed.), *Title of the Review* (p. Initial p. – Final p.). Place: Publisher.

Examples:

Fajfar, P. & Benčina, J. (2016). Concept of strategic planning in state administration - a model for planning and monitoring the implementation of the work program of the Government of the Republic of Slovenia. In D. Žarga (ed.), *Using the best experiences for a better life: proceedings: Bernardin, 9 and 10 November 2016* (pp. 180–183). Ljubljana: Slovenian Association for Quality.

Giles, H., Bourish, R. Y., & Taylor, D. M. (1977). Towards a theory of language in ethnic group relations. In H. Giles (ed.), *Language, ethnicity and intergroup relations* (pp. 307–348). London: Academic Press.

Pečar, Z. & Bratko, I. (2010). The use of data mining for assessing the performance of administrative services. In A. Syvajari & J. Stenvall (eds.), *Data mining in public and private sectors* (pp. 67–82). New York: Hershley.

Stare, J. (2018). Competence models for public administration and leadership development. In P. Pevcin (ed.), *Symposium proceedings* (p. 9). Ljubljana: Faculty of Public Administration.

Article in proceedings without editors:

Bernstain, P. A. & Dayal, U. (1994). An overview of repository technology. *In 20th Intl. Conference on Very Large Database* (pp. 705–713). Santiago, Chile.

### 8.2.3 Journal article

The basic elements of an APA-style article are: author(s), year of publication, title of the article (sentence case), journal title in italics (title case, or written in the same way as the original title of the journal), the year of the journal (italic), the number of the year in parentheses (not italic), and if any, the pages of the article in from-to form with a full stop at the end.

Surname, I. (year). Journal title. *Publication title, year* (volume), beginning page – end page

Example:

Erman, N. & Todorovski, L. (2019). Mapping the e-government research with social network analysis. *Lecture Notes in Computer Science*, *56* (93), 13–25.

### 8.2.4 Newspaper article - dailies, weeklies

In the case of a weekly or daily publication article, we indicate the full date (day, month, year), while instructions for journal articles are followed for other elements.

Example of online newspaper:

Jerala, R. (24.9.2017). Science funding is not a unionist issue. *Delo.si.* Available at http://www.delo.si/sobotna/financiranje-znanosti-ni-sindikalisticno-vprasanje.html

### 8.2.5 Diploma, master's and doctoral thesis

We indicate according to the instructions for book works with the addition of the type of work indicated next to

Surname, I. (year). *Title* (diploma thesis/master thesis/doctoral thesis). Place: Institution.

the title in parentheses.

Examples:

Gabrovšek, T. (2019). *The impact of the Bologna reform* (diploma thesis). Ljubljana: University of Ljubljana, Faculty of Public Administration.

### 8.2.6 Research report/task

Surname, I. (year). *Title* (research report/task). Place: Institution.

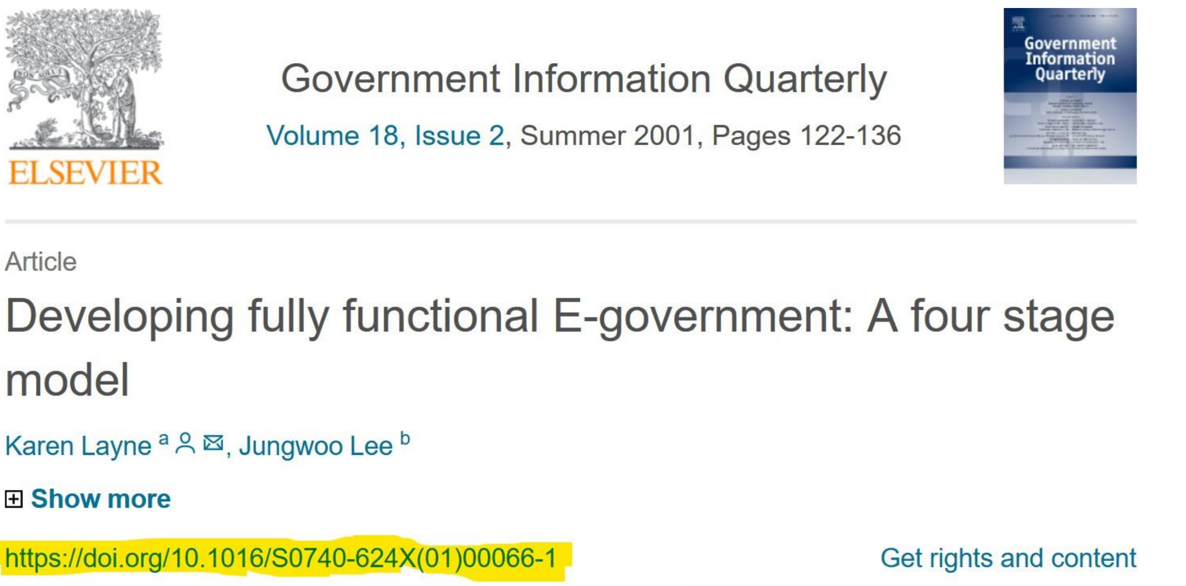
### 8.2.7 Online sources

Despite the fact that most sources and literature can be found online, it is important that when citing a work that has been published online as well as in printed form (as part of a book or proceedings, article,...), the latter is stated according to the rules for works in printed form, to which information on accessing them online is indicated.

If the website has an author, the latter is indicated according to author instructions. In the case of text that is published online only, the date of publication on the website or the date of production of the website is stated as the year of publication. If no date is indicated on the page, the date when we accessed the website is stated, however you can also state "(n.d.)" (no date). In case the web source does not have an author, the name of the organization or website address is stated.

The URL and date of access to the resource ("Retrieved from http://...") are always added to web sources. However, the DOI tag is increasingly appearing online in published articles. A Digital Object Identifier (DOI) is an alphanumeric sequence of characters, a type of web address that uniquely and permanently identifies a web source. If the source has a DOI tag, it is listed instead of the URL. In this case, the source access date is not required. There is **no** full stop following URL or DOI.

Figure 2: Article website with DOI tag




Example article with DOI:

Dunleavy, P., Margetts, H., Bastow, S., & Tinkler, J. (2016). New public management is dead - Long live digital-era governance. *Journal of Public Administration Research and Theory, 16*(3), 467–494. doi: 10.1093/jopart/mui057

### 8.2.8 Computer program, software

Similar to other author's works, in the case of a computer program or software, we indicate the names of the authors or the title of the program, the year of publication and the publisher, if applicable. We add the type of software in square brackets. If accessing the software online, a web address and access date is added.

Surname, I. (year). Naming [type of software]. Place: Publisher

Examples:

Batagelj, V. & Mrvar, A. (2010). Pajek - Program for Large Network Analysis [Computer program]. Available at http://pajek.imfm.si/

Ubuntu [Operating System]. (2010). Canonical Ltd / Ubuntu Foundation. Available at http://www.ubuntu.com/

### 8.2.9 Laws and regulations

If legal sources are listed in a separate list, they should be listed in the appropriate hierarchy: constitution, international legal sources, legislation, regulations and autonomous legal source, and within each category (level) alphabetically (as shown in the example below). If they are listed in a common list with other sources, the hierarchy is ignored. The entire list of sources in this case is arranged alphabetically.

When citing legal sources, all numbers of official gazettes in which an individual legal source was published must be stated, and not only the first or one of them (as is the case for the ZDIJZ below). If in the text itself we refer only to the currently valid version, then we state the first publication followed by the publications from and including the last consolidated text of the law or regulation (example below for ZASP).

**LEGAL SOURCES**

Constitution of the Republic of Slovenia. Official Gazette of the RS, no. 33/91-I, 42/97, 66/00, 24/03, 69/04, 68/06, 47/13.

Directive 2013/98/EC. Directive of the European Parliament and of the Council of 17 November 2013 on the re-use of public sector information. Official Journal of the EU, no. L 345.

Copyright and Related Rights Act (ZASP). Official Gazette of the RS, no. 21/95-ZASP, 16/07-ZASP-UPB3, 68/08-ZASP-E, 110/13-ZASP-F, 56/15-ZASP-G.

Access to Public Information Act (ZDIJZ). Official Gazette of the RS, no. 24/03-ZDIJZ, 61 / 05-ZDIJZ-A, 28/06-ZDIJZ-B, 51/06-ZDIJZ-UPB2, 23/14-ZDIJZ-C, 50/14-ZDIJZ-D, 102 / 15-ZDIJZ-E.

Rules on subsidizing student accommodation. Official Gazette of the RS, no. 22/01, 35/06, 75/08, 97/10, 46/12, 55/13, 38/16, 13/17.

## 8.3 LIST PRINTOUT

The list of references at the end is sorted in alphabetical order of authors, and it is not numbered or otherwise marked. If the author appears as an author in certain works and simultaneously as a co-author in other works, we first list their independent works, followed by works in co-authorship, which are arranged alphabetically with the other author (or the next author if applicable). In the case of the same author or authors, the works are classified according to the year of publication, the older ones being listed first. However, if we are dealing with the same year, we sort them in alphabetical order according to the title of the work, followed by lowercase letters (a, b,…) added to the years. If the source does not have an author, we consider the first word (but not the preposition or article - e.g. "a", "an", "the") in the title of the work.
For general formatting, see section 7.12.

**LITERATURE**

Cvelbar, M. (12.5.2014). Pahor's office insists: Early elections possible in July. *Finance.si.* Retrieved from http://www.finance.si/8802118/Pahorjev-urad-vztraja-Predčasne- volitve-možne-julija

Erman, N. & Todorovski, L. (2019). Mapping the e-government research with social network analysis. *Lecture Notes in Computer Science*, *56*93, 13–25. doi: 10.1007/978-3-03516- 6_2

Klun, M. (2017). *Tax system.* Ljubljana: Publisher of the Faculty of Public Administration.

Klun, M. & Dečman. M. (2017). *E-taxes.* Ljubljana: Publisher of the Faculty of Public Administration.

OECD. (2010). Education at a Glance 2010. Retrieved from http://www.oecd.org/dataoecd/45/39/45926093

Setnikar Cankar, S. & Horvatin, N. (2017). *Foundations of economy.* Ljubljana: Publisher of the Faculty of Public Administration.

Todorovski, L. & Erman, N. (2019). Mapping the e-government research with social network analysis. In M. Wimmer, H. Scholl, M. Janssen, and R. Trunmuller (eds.), *Electronic government* (pg. 13–15). New York: Springer. Retrieved from http://link.springer.com/chapter/10.1007%2F978-3-642-03516-6_2

**SOURCES**

Dictionary of the Slovenian standard language. (1995). Ljubljana: DZS.

Statistical yearbook. (2019). Ljubljana: Statistical Office of the Republic of

Slovenia. Večer. (2010). Rationalization of the public sector. *Večer, 2,* 21.

# 9 GUIDELINES FOR STATISTICAL ANALYSIS OF SURVEYS

We often encounter two types of statistical analyses. In the first case, the candidate disposes with the entire population (for example, data on all Slovenian municipalities, EU countries,...), and in the second case, they dispose with a sample consisting of a part of the population, in which a survey is usually conducted. The written guidelines refer mainly to the survey.

## 9.1 PREPARATION FOR THE SURVEY

### 9.1.1 Survey questionnaire

The first step in preparing a survey questionnaire is to study previous research. It is very likely that someone has already dealt with a similar problem, so it is sensible to retrieve their questionnaire and adapt it to your needs if necessary. Theoretical starting points must be taken into account and the structure of the discussed concepts (constructs) must be properly implemented in the questionnaire.

### 9.1.2 Preparation of the survey

The simplest way is to survey online. There are many online survey tools, one of the most commonly used is 1ka[3]. The tool is free of charge, and there are also instructions and warnings for common mistakes, proving useful to read before entering the survey. In Likert's measurement scales, the levels of relation to the statements should be given descriptively (numerical treatment is performed in the background).

### 9.1.3 Sample selection

First of all, it is necessary to clearly define what population we are studying. Secondly, consider whether it is possible to select a representative sample from the population being studied. Often this is a difficult, even unrealistic task, so a compromise must be made between the validity of the conclusions and the ease of implementation. You can read about the problems with representativeness on the 1ka[4] website.

Another important question is what the sample size should be. This depends mainly on which statistical methods we will use. A sample of 30 units may already be large enough to estimate the average of a variable as well as to compare the averages of two groups of approximately equal size. However, if we want to perform a regression analysis with many independent variables,

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3 https://www.1ka.si/
4 https://www.1ka.si/c/701/Reprezentativnost/

such a pattern will be far too small. There is no general rule, but the "calculator"5 or the "rule over thumb for regression"6 can be useful guides.

## 9.2 PRESENTATION OF THE MEASURING INSTRUMENT

The questionnaire, as a method of data collection, should be substantiated by previous research. In the presentation of the questionnaire, we define what we measure (constructs, concepts,...) and present this view in a structured way, which is also the basis for the structure of reporting on the results of the research. It is important to present the method of measurement in such a way that someone can repeat it after us.

## 9.3 PRESENTATION OF RESULTS

The presentation of the results begins with basic data of the population, sample and sampling method. If we know that the sample was not probabilistic, we point out at this point that perhaps the inference on the population is not entirely correct. At this point, we also describe how many surveys we obtained and what was the share of responses.

We then display descriptive statistics. Most often, we first show demographic variables (gender, education, age,...). When commenting on demographic variables, we make comparisons of sample structures and population structures wherever possible. Other variables follow. Reporting should be structured by groups of concepts (concepts, constructs).

Illustrations (charts, tables) should be as simple as possible, i.e. without 3D design, unnecessary shading, lines, etc., and a uniform colour appearance. The general advice is also to avoid circular (cake) charts (use a bar chart instead). In particular, these graphs are unsuitable for presenting ordinal variables (education, level of agreement,...).

Usually, surveys contain a set of opinion questions in which respondents express their agreement on orderly scales (e.g. from complete disagreement to complete agreement). Then, instead of the frequency distributions of each variable, it makes more sense to calculate the average agreement and arrange the statements according to their averages.

Certain variables are expressed numerically, for example, if we ask for age without offering possible classes. This type of data is then displayed with a histogram, setting the boundaries of the classes in a meaningful way or leaving it to applicable programs (Excel 2016 and SPSS have histograms included) that are equipped for calculating average and standard deviations.

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5 https://www.surveymonkey.com/mp/sample-size-calculator/
6 https://stats.stackexchange.com/questions/10079/rules-of-thumb-for-minimum-sample-size-for-multiple- regression

The display of two variables depends mainly on which type of variables they are. If they are measured at an interval level at the least, they can be displayed with a scatter graph, otherwise the graph display is avoided and the value of the selected connectivity measure is reported instead.

When commenting on charts or tables, we try to present the essential properties of the phenomenon. We never repeat the facts that are evident from the graphic presentation but only use them as an argument for the given findings.

## 9.4 HYPOTHESIS TESTING

Statistical tests should be used to test hypotheses, as conclusions based on descriptive statistics are subjective and therefore inappropriate. Tests are avoided only if we have data on the entire population, and even then we usually conduct them only to emphasize that their results are not intended for statistical inference. However, in the analysis of a survey where we deal with samples, tests are necessary.

Table 2 shows some examples of hypotheses. To understand the table, imagine that we surveyed the citizens of a municipality and asked them how satisfied they are with the work of the police and the wardens. Respondents answered the questions on an orderly scale (e.g. from 1 - complete dissatisfaction to 5 - complete satisfaction). Finally, we asked them about gender, age and marital status and whether they come from an urban or rural environment.

**Table 2: Examples of hypotheses and relevant tests**

| **Hypothesis example** | Appropriate test | Test assumptions | Alternatives (e.g. nonparametric test) | Notes |
|---|---|---|---|---|
| **Citizens are satisfied with the work of the police.** | t-test for one sample | a sufficiently large sample (n> 30) or normally distributed data | median test, proportion test | We need a clear definition of the meaning of "satisfaction" - perhaps a mean value (a value of 3 on a scale of 1 to 5) or a result of previous research. |
| **Men are more satisfied with the work of the police than women.** | t-test for independent samples | a sufficiently large sample (n> 30) or normally distributed data; equality of variances in both groups | Mann-Whitney test | The interpretation of the Mann-Whitney test is more demanding, there is a correction for unequal variance. |
| **Citizens are more satisfied with the work of wardens than with the work of the police.** | t-test for independent samples | a sufficiently large sample (n> 30) or normally distributed data | Wilcoxon test | |
| **Citizens who are more satisfied with the work of the police are also more satisfied with the work of wardens.** | correlation test (Pearson's, Spearman's coefficient) | | Pearson coefficient | The Spearman coefficient is a very appropriate measure of correlation for ordinal data. |
| **Married people are the most satisfied with the work of the police, followed by divorced people, while single** | ANOVA (analysis of variance) | a sufficiently large sample (n> 30) or normally distributed data; equality of variances in both | Kruskall -Wallis test | The interpretation of the Kruskall- Wallis test is more demanding. |

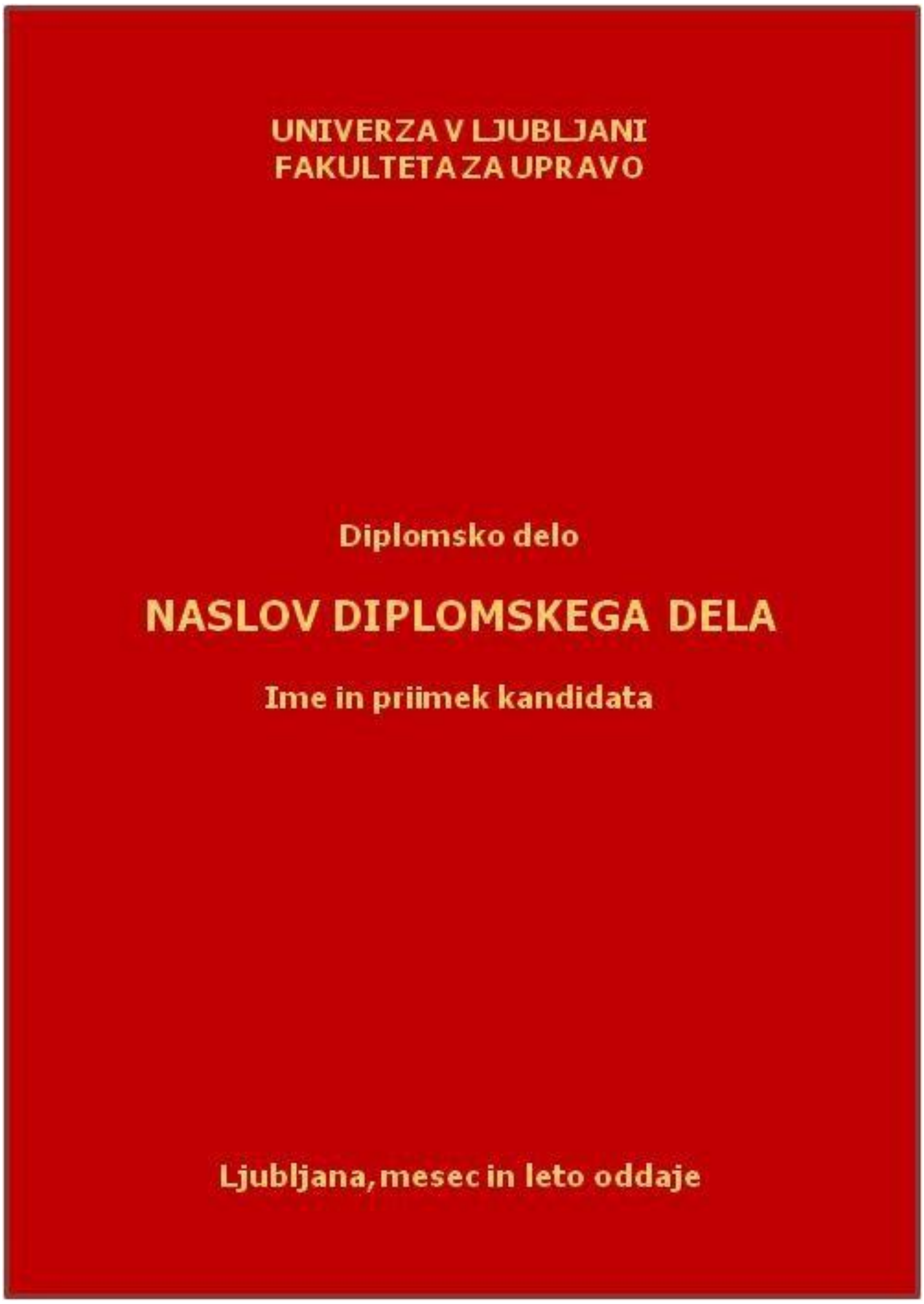
**people are the least satisfied.**

| **Hypothesis example** | Appropriate test | Test assumptions | Alternatives (e.g. nonparametric test) | Notes |
|---|---|---|---|---|
| **Among people from the countryside, the proportion of married people is higher than among people from the city.** | proportion test, can also be $\chi^2$ to analyse the relationship between two categorical variables | large enough sample, expected frequencies in at least 80 % of cells greater than 5 | Fisher's exact test | The $\chi^2$ test can be used to analyse whether there is a correlation between two categorical variables. Consequently, this test can be used to compare proportions. The conditions that are to be met by the test are checked by the SPSS itself, who then reports to us in the form of a note. |

Source: Novak (2010, p. 15)

## 10 ANNEXES

**Annex 1: Cover title**


UNIVERZA V LJUBLJANI
FAKULTETA ZA UPRAVO

Diplomsko delo

NASLOV DIPLOMSKEGA DELA

Ime in priimek kandidata

Ljubljana, mesec in leto oddaje

**Annex 2: First inside page**

UNIVERZA·V·LJUBLJANI¶

FAKULTETA·ZA·UPRAVO¶

*200·pt*

Diplomsko·delo¶

**NASLOV·DELA¶**

*250·pt*

*4·cm¶*

Kandidat: → Ime·Priimek¶
Vpisna·številka: → 040xyzuv¶
Študijski·program: → celoten·naziv¶
¶
Mentor: → habilitacijski·in·znanstveni·naziv·Ime·Priimek¶
¶
¶

*Brez·razmika·*
*med·odstavki¶*

Ljubljana,·mesec·20XY¶

**Annex 3: Statement of authorship of the work**

The appropriate text adapted to the candidate's data is inserted and quotation marks are omitted.

**STATEMENT OF AUTHORSHIP OF GRADUATE/MASTER'S THESIS**

I, the undersigned "Name Surname", student of "level and field of study", with the registration number "04xxxxxx", am the author of this graduate/master's thesis entitled "Title of diploma thesis".

By signing, I guarantee that:

- the work submitted is solely the result of my own research work,
- I have made sure that the works and opinions of other authors I used in the submitted work are listed and cited in accordance with faculty instructions,
- I have made sure that all works and opinions of other authors are listed in the list of literature and sources, which is an integral element of the submitted work and is written in accordance with the faculty instructions,
- I have obtained the necessary permission for the use of copyrighted works that are fully transferred to the submitted work, and I have clearly stated this in the submitted work,
- I am aware that plagiarism - the presentation of foreign works, either in the form of a quotation or in the form of an almost literal paraphrasing or in a graphic form with which foreign thoughts or ideas are presented as my own - is punishable by law (Copyright and Related Rights Act, Official Gazette of the Republic of Slovenia, No. 21/95), and the violation is also sanctioned by measures according to the rules of the University of Ljubljana and the Faculty of Public Administration,
- I am aware of the consequences that proven plagiarism can have for the submitted work and for my status at the Faculty of Public Administration,
- the electronic form is identical to the printed form of the diploma/master's thesis and I agree with the publication of the work in the collection "Dela FU".

The diploma/master's thesis was proofread by "indication of the proofreader".

Ljubljana, indication of the date of submission

Author's signature:

* Adapt the text accordingly to the context of the work.

**Annex 4: Summary and key words**

**SUMMARY**

**Key words:** public administration, organization, discipline, efficiency, public sector.

## ABSTRACT

## ENGLISH TITLE

**Keywords:** public administration, organization, discipline, efficiency, public sector.

**Annex 5: Index**

**INDEX**