

The doctoral thesis deals with transformation processes being in progress in small and medium-sized enterprises in response to deteriorating macroeconomic conditions affecting their activities (financial and economic crisis). An important part of the processes represents the enterprises' care of their employees' qualification which should be considerably universal and accommodative to any changes within the enterprise. The thesis concludes with concrete proposals how to improve human resources' management and the education in small and medium-sized enterprises. In this context, it is particularly the implementation of EU supporting programmes within the managerial and educational practice. Not least, any small and medium-sized enterprise must decide which of its personnel activities it is better to carry out on its own and when is it more convenient to use outsourcing, i.e. an external services' provider.