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**IZZIVI GLOBALIZACIJE IN DRUŽBENO-
EKONOMSKO OKOLJE EU**

*GLOBALISATION CHALLENGES AND THE SOCIAL-
ECONOMIC ENVIRONMENT OF THE EU*

ZBORNİK POVZETKOV

BOOK OF ABSTRACTS

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Povzetki / *Abstracts*

Dr. Milica Andevski

Filozofski fakultet, Novi Sad

Dr. Mira Vidaković

Fakultet za menadžment, Sremski Karlovci

Mag. Romana Rovčanin

Fakultet za ekonomiju, Bar

Medijska pismenost za društvo znanja

Rad pokušava da identifikuje idealne forme znanja na internetu i tako razvije podsticaj za sociologiju znanja na internetu, koja prevazilazi tehniku, primenu i kontekst. U tom smislu, osnova rada je u fenomenološkoj sociologiji znanja, teoriji diskursa, prakseološkom pristupu upotrebi social software kao i u teoriji medija, Henryja Jenkinsa koji govori o značaju participacije, participativne kulture i participativnih medija. Kako se motivacija i kreativnost kulture Open Source-a mogu primeniti u didaktičke i druge svrhe? Aktivna upotreba interneta zahteva znanje, rutine, šablon tipiziranja, kao i strukture važnosti, koji su delimično preuzeti iz života van interneta, a delimično su nastali tek u saradnji sa drugim aktivnim korisnicima, ali funkcionišu i u svetu van interneta. Tako aktivni korisnici sa jedne strane prenose svoje znanje, a sa druge strane upotrebom interneta povećavaju njegovu socijalnu i kulturnu relevantnost. Ovo vodi nestanku granice između »onlajn« i »oflajn« sveta.

Ključne reči: participacija, participativna kultura, medijske kompetencije, društvo znanja

Media Literacy for the Knowledge Society

This paper is trying to identify the best form of knowledge on the Internet and thus develop an incentive for the sociology of knowledge on the Internet, which goes beyond the technique, application and context. In this sense, the paper's basis is in the phenomenological sociology of knowledge, discourse theory, phraseological approach using social software, as well as in media theory of Henry Jenkins, which discusses the importance of participation, participatory culture and participatory media. How does motivation and culture creativity of the Open Source can be used in teaching or for other purposes? The active use of the Internet requires knowledge, routines, patterns of typing, as well as the structures of importance, which are partly taken from life outside the Internet, and partly occur only in association with other active users, but function in the world outside the Internet as well. Thus the active users on one hand impart their knowledge, while on the other hand increase its social and cultural relevance by using the Internet. This leads to the disappearance of boundaries between the "online" and "offline" world.

Key words: participation, participatory culture, media competences, knowledge society

Uticaj migracija na makroekonomsku konkurentnost Republike Srbije

Migracije su fenomen koji je prisutan u svim zemljama sveta, kako razvijenim, tako i u nerazvijenim. On može uticati pozitivno i negativno na privredni razvoj jedne nacionalne ekonomije, pogotovo na njenu konkurentnost. S tim u vezi posebnu pažnju treba posvetiti kvalifikacionoj strukturi stanovništva i sposobnosti zemlje da kreira, zadrži i privuče što veći broj visoko kvalifikovanih radnika. Nažalost, mali broj zemalja istrajava u ovom važnom zadatku, što se direktno ogleda i u njihovoj niskoj konkurentnosti. U radu će se posebno proučavati nizak nivo makroekonomske konkurentnosti Republike Srbije uslovljen, pre svega, negativnim migracionom tokovima u zemlji i permanentim »odlivom mozgova«. U radu će se uočiti da je odsustvo strateškog planiranja, a samim tim i neodgovarajuća ekonomska politika u tom smislu, ključni faktor ovakvog negativnog trenda, pa će se s tim u vezi dati niz perporuka u smislu zaustavljanja negativnih demografskih trendova i podizanja konkurentnosti u budućem periodu.

Ključne reči: migracije, »odliv mozgova«, konkurentnost, strategija

The Impact of Migrations on Macroeconomic Competitiveness of Republic of Serbia

Migration is a phenomenon present in all countries in the world, both developed and undeveloped. It can have either a positive or a negative impact on economic development of the national economy, especially on its competitiveness. One should pay special attention to the qualification structure of the population and the capability of a country to create, retain, and attract a large number of highly qualified workers. Unfortunately, a small number of countries endures in this important task, which reflects directly in their low competitiveness. This paper will closely study a low level of macroeconomic competitiveness of Republic of Serbia conditioned, above all, by the negative migration flows in the country and a permanent "brain drain". This paper clearly reveals the lack of strategic planning, as well as an inadequate economic policy, the key factor of such negative trend, so there will be suggested series of recommendations of how to stop negative demographic trends and raise competitiveness in the future period.

Key words: migrations, "brain drain", competitiveness, strategy

Obvezno zavarovanje ustanoviteljev kot poslovodnih oseb zadrug

Slovenski Zakon o pokojninskem in invalidskem zavarovanju (ZPIZ-2) iz leta 2014 določa, da se posameznik, ki hkrati izpolnjuje pogoje za vključitev v obvezno zavarovanje po več zavarovalnih podlagah, določenih v zakonu, obvezno zavaruje po tisti zavarovalni podlagi, ki je v tem zakonu navedena pred drugimi. Podlage za zavarovanje po tem vrstnem redu so: delovno razmerje (14. člen), samozaposlitev (15. člen), status ustanovitelja in poslovodne osebe v gospodarski družbi, zavodu ali zadrugi (16. člen), opravljanje kmetijske dejavnosti – ob dodatnih pogojih (17. člen), nekatera druga pravna razmerja (18. do 20. člen) in podlage za prostovoljni vstop v obvezno zavarovanje (25. člen). Prispevek obravnava implementacijo te določbe za zadruge, zlasti kmetijske, kajti predsedniku zadruga, ki opravlja poslovodno funkcijo, glavne dejavnosti ne predstavlja poslovođenje, temveč kmetijstvo ali druga dejavnost, ker je za predsednika načeloma lahko izvoljen samo član zadruga.

Ključne besede: obvezno zavarovanje, poslovodne osebe, zadruga

Compulsory Insurance of Founders as Managers of Cooperatives

The Slovenian Pension and Invalidity Insurance Act from 2014 provides that if a person fulfils the conditions for membership in compulsory insurance on the basis of several legal relationships simultaneously, they shall be insured under compulsory insurance according to the basis which is, in the Act, listed before the other bases for the membership in the insurance scheme (Art. 13 (2)). The bases for insurance are listed in the following order: the employment relationship (Art. 14), the self-employment (Art. 15), the status of founder and manager of a commercial company, an institute or a cooperative (Art. 16), the farming activity under certain conditions (Art. 17), other legal relationships (Art. 18-20) and bases for voluntary entrance into the compulsory insurance (Art. 25). The paper discusses the implementation of this provision for cooperatives, especially in agriculture, while the main occupation of a cooperative president is not the managerial function, but agriculture or other activity, since the function of a president may be, in principle, performed only by members of a cooperative.

Key words: compulsory insurance, managers, cooperatives

Multikulturalizam i obrazovanje u Vojvodini

U radu se razmatra organizacija nastave izbornog predmeta Maternji jezik sa elementima nacionalne kulture, koje se realizuje u osnovnim školama u Vojvodini. Okvir za proučavanje je uslovljenost pedagoškog pluralizma kulturnim pluralizmom u društvu, u kontekstu B. Parekove (Parekh, 2000) koncepcije multikulturalističkog obrazovanja. U osnovno-školskom sistemu u Vojvodini, u prethodnoj školskoj godini, nastavom su obuhvaćeni pripadnici 10 (od 22) nacionalnih manjina za koje je izrađen i usvojen nastavni program ovog predmeta. Pitanje koje se nameće je zašto to pravo ne koriste svi učenici, pripadnici nacionalnih manjina i da li su zadovoljeni osnovni uslovi multikulturalnih obrazovnih programa, kako bi se prevladala uskost pogleda na svet, i stvorili uslovi da se različite kulture dovedu u plodonosan dijalog. Odgovor koji nastojimo dobiti, analizom statističkih pokazatelja, je da li postojećom obrazovnom politikom težimo razvoju multikulturalističkog društva, koje poštuje posebne kulturne zahteve manjinskih zajednica i njihovoj integraciji pridaje značaj. Inkorporacija ili participacija članova kulturno različitih grupa u širi društveni kontekst, bez gubitka svoje posebnosti, uslov su socijalnog jedinstva i razvoja demokratije.

Cljučne reči: obrazovanje, multikulturalizam, izborni nastavni predmet

Multiculturalism and Education in Vojvodina

The paper discusses organization of teaching the elective course Mother tongue with elements of national culture, which is being realized in primary schools in Vojvodina. Scope of the study is conditioning pedagogical pluralism with social cultural pluralism, in the context of B.Parekh's (Parekh, 2000) conception of multiculturalist education. In primary school system in Vojvodina, teaching has included members of 10 (out of 22) national minorities within the past school year, for whom the teaching program of this subject has been made and received. The question that arises is why this right is not implemented by all students, members of national minorities, and if the basic conditions of multicultural education programs are fulfilled, in order to overcome the narrowness of the view on the world and make conditions for different cultures to participate in a fruitful dialogue. The answers we are trying to get are, by analysing the statistical indices, whether the pre-existing educational politics strives toward developing a multicultural society; the one that respects special cultural demands of minorities and attaches importance to their integration. Incorporation or participation of culturally different group members in a wider social context, without losing their exceptionality, is the condition of the social unity and development of democracy.

Key words: education, multiculturalism, elective teaching course

Vloga in pomen pripravništva za novozaposlene

Izobraževanje kadrov je zelo zahtevna in odgovorna naloga, še zlasti pa izobraževanje pripravnikov, ki se usposabljujejo za samostojno opravljanje del in nalog po opravljenem strokovnem izpitu. Zaključek šolanja pomeni konec določenega načina življenja. Uhojena pot je za nami. Odločiti se moramo, kam kreniti na novem razpotju in kako stopati po drugačni poti, da bomo dosegli težko pričakovane cilje: povezavo teoretičnega znanja s praktičnim, ekonomsko samostojnost in uspešno delovno kariero. Naša prva delovna priložnost je pripravništvo – načrtovano in organizirano usposabljanje mladih strokovnjakov za samostojno delo po končanem izobraževanju. Osnovni namen je, da kot pripravniki opravimo program usposabljanja, kjer svoje teoretično znanje povežemo s praktičnim, pridemo v stik z delovnimi področji oz. spoznamo dogajanje v praksi in tako poglobimo znanje in veščine, pomembne za opravljanje svoji izobrazbi primernega strokovnega dela. Struktura pripravništva in njegovo izvajanje opozarjata na strokovno zahtevnost takega izobraževanja v celotnem sistemu strokovnega izobraževanja v delovni organizaciji.

Ključne besede: pripravništvo, planiranje, kadrovska politika, mentorstvo

The Role and Importance of Internship for the New Employees

Education of staff is a very demanding and responsible task. Especially demanding is educating trainees to be able to work competently and independently enough after completing the so-called professional exam. Ending school means the end of a certain way of life. Path we were accustomed to is behind us. We have to decide where to turn on a crossroads in front of us and achieve the planned goals: to combine theoretical knowledge with practical one, to become economically independent and to start a successful business career. Our first employment opportunity is internship. Internship is a planned and organized training for young professionals to be able to work independently after completing their education. The main purpose of internship is to connect theoretical knowledge with practice, to get to know the areas of work, to get an insight into practice, to sharpen knowledge and skills for being an independent professional at work. The entire structure of the internship and the process of its implementation is technically complex in the overall system of education at the workplace.

Key words: internship, planning, personnel policy, mentoring

Motivacija nastavnika putem financijskog nagrađivanja u Hrvatskoj

Motivacija nastavnika u visokoškolskom obrazovanju ovisi o individualnim percepcijama, stavovima i vrijednostima nastavnika. Faktori motivacije zaposlenika mogu pozitivno djelovati ukoliko se razvije sustav nagrađivanja. Metode nagrađivanja kroz promaknuća pružaju poruku nastavnicima da se kvalitetan nastavni rad nagrađuje što indirektno ima za posljedicu i dodatna novčana sredstva. Financijskim nagrađivanjem nastavnika na javnim visokim učilištima u Republici Hrvatskoj itekako se utječe na motiviranost koja vodi većoj efikasnosti i produktivnosti kvalitete nastave i zadovoljstvu nastavnika. Novac i novčane nagrade zasigurno nisu jedini učinkoviti motivacijski faktor, ali bez njih je na području rada nezamislivo djelovati i stvarati dodane vrijednosti.

Cljučne riječi: motivacija nastavnika, financijsko nagrađivanje, visokoškolsko obrazovanje

Motivation of Teachers through Financial Rewarding in Croatia

The motivation of teachers in higher education depends on individual perceptions, attitudes and values of teachers. Motivation of employees can have positive effects if a reward system is developed. Methods of rewarding through promotions provide a message to teachers that a quality teaching career is rewarded, which indirectly results in providing additional funds. Financial rewarding of teachers in public institutions of higher education in the Republic of Croatia very much affects the motivation that leads to greater efficiency and productivity in the quality of teaching and teacher satisfaction. Cash and cash prizes are certainly not the only effective motivational factor, but without them the area of work cannot be considered effective and cannot produce any added value.

Key words: teacher motivation, financial reward, higher education

Razvoj kariere zaposlenih kot priložnost za rast podjetij

Hiter ekonomski in tehnološki razvoj s svojimi smericami vpliva tudi na delovno kariero, ki postaja vse bolj nepredvidljiva zaradi nenehnih sprememb na trgu dela. Neposredno vpliva tudi na delovni proces vsakega zaposlenega in s tem na potrebo po nadaljnjem kariernem razvoju oz. razvoju vseh potencialov posameznika, ki so v skladu s subjektivnim občutkom doživljanja napredka, samouresničevanja in osebnega razvoja. Vodenje kariere poteka v dialogu med organizacijo in posameznikom, saj se organizacija zaveda pomena človeških virov. Prav tako se posamezniki zavedajo, da je kariera pomembna za kakovost njihovega delovnega življenja in da skrbi zanjo ne morejo prepustiti samo organizaciji. V prispevku se osredotočamo na zaposlenega, na njegovo razumevanje kariere, spretnosti razvijanja lastne kariere poti in na zmožnost prepoznavanja kariernih priložnosti znotraj organizacije v skladu s subjektivnim doživljanjem zadovoljstva na karierni poti. Predstavljena bo analiza podatkov kvantitativne empirične raziskave.

Ključne besede: razvoj kariere, delovna kariera, karierni menedžment, kompetence

The Career Development as an Opportunity for the Growth of Companies

The rapid economic and technological development with its guidelines has also an influence on the working career, which is becoming increasingly unpredictable due to constant changes in the labour market. It has a direct impact on the working process of each employee and consequently, dictates the need for further career development, where career is defined as the development of the full potential of individuals in the working procedure in accordance with a subjective feeling of experiencing the progress of self-realization and personal development. Career management is a discussion between the organization and the individual, where the organization is aware of the importance of human resources. Nevertheless, the individuals realize that a career is also important for the quality of their working life and that the organization is not the only one being responsible for its development. In this paper, we focus on the employee, their understanding of career, the skills to develop their career and the ability to identify the career opportunities within the organization in accordance with a subjective experience of satisfaction on one's career path. The data analysis of quantitative empirical research will be presented.

Key words: career development, working career, career management, competences

Utjecaj QMS na razvoj ljudskog kapitala i konkurentnost organizacije

Ljudi, njihova znanja i kompetencije postaju nosioci diferencijacije poslovnih subjekata i ključna komponenta za ostvarivanje profita u trenutnom tržišnom okruženju. Stoga je za uspješno ostvarenje organizacijskih ciljeva nužno privući i zadržati najbolje ljude, ali i upravljati njihovim kompetencijama. Teorijski je argumentiran značaj razvoja i upravljanja karijerom menadžera za unapređenje menadžerskog kapitala kao osnove stvaranja veće konkurentske prednosti organizacija. No, važno je naglasiti kako je upravljanje karijerom striktno vezano za strateške odluke organizacije. Stoga je razvoj zaposlenih stalan proces koji treba da pokrene poslodavac. Postupak upravljanja karijerom jedan je od pisanih postupaka koji podržava proces upravljanja ljudskim potencijalima u organizaciji, a samim tim i jedan od dokumenata kvalitete koji može presudno utjecati na pretvaranje ljudskih potencijala u ljudski kapital. Činjenica je da se upravljanje karijerom može nedvosmisleno utvrditi i dokumentirati samo u onim organizacijama koje su implementirale sustav upravljanja kvalitetom u skladu sa zahtjevima međunarodne norme ISO 9001. Stoga je cilj ovog rada dati prikaz jednog od mogućih rješenja za upravljanje karijerom, a samim tim i podizanje konkurentnosti cjelokupne organizacije.

Ključne riječi: ljudski kapital, konkurentnost, upravljanje karijerom, kvaliteta, ISO 9001

The Impact of QMS on Human Capital Development and Company Competitiveness

People, their knowledge and competencies are becoming the bearers of differentiation of businesses and the key component to making profit in the current market environment. Therefore, for the successful realization of organizational goals it is both necessary to attract and retain the best people and manage their knowledge. It is theoretically argued that the importance of development and career management of managers for the improvement of management capital is a basis for creating greater competitive advantage of organizations. But it is important to emphasize that career management is strictly related to the strategic decisions of organization. Thus the development of employees is a continuous process that needs to be initiated by the employer. The process of career management is one of the written procedures that supports the process of human resources management in the organization, and as such it is one of the quality documents that can influence the transformation of human resources to human capital. The fact is, the career management can be clearly identified and documented only in those organizations that have implemented a quality management system in accordance with the requirements of the international standard ISO 9001. Consequently, the aim of this paper is to provide a review of one of the possible solutions for career management and thereby improve the competitiveness of the entire organization.

Key words: human capital, competitiveness, career management, quality, ISO 9001

Zagotavljanje kakovosti v evropskem visokem šolstvu: okvir in trendi

V prispevku je predstavljen sistem zagotavljanja kakovosti v evropskem visokošolskem prostoru in njegov zgodovinski vznik v okviru bolonjskega procesa. Predstavljena je analiza pomembnih sodobnih trendov, ki zagotavljajo kakovost na širši evropski ravni, predstavljeni pa so tudi različni dejavniki uspeha in ovire pri implementaciji teh procesov in politik na nacionalnih in institucionalnih ravneh, s posebnim ozirom na zagotavljanju kakovosti v slovenskem visokošolskem prostoru. V prispevku je tudi premislek o tem, kakšen vpliv so imeli razmah eksternih evalvacij in akreditacij ter njihova internacionalizacija in standardizacija na razvoj kakovosti izobraževanja. V tej zvezi je podrobneje predstavljen konceptualni in strateški premik na področju zunanjega preverjanja kakovosti od skladnosti z merili [compliance] k izpopolnjevanju [improvement], ki ga zagovarjajo številni deležniki in si ga prizadevajo izvesti nekatere države, da bi odpravile neujemanje med zagotavljanjem kakovosti in razvojem izobraževanja.

Ključne besede: visoko šolstvo, bolonjski proces, zagotavljanje kakovosti, kvaliteta izobraževanja

Ensuring Quality in the European Higher Education: Framework and Trends

The paper presents the system of quality assurance in European higher education area and its historical formation in the Bologna process. Principal trends, shaping quality assurance at the European level today are analysed. An account of various factors of success and obstacles to implementation at the national and institutional levels of the processes and politics is given. It also addresses the quality assurance arrangement in Slovenian higher education. Furthermore, the paper sets out to trace the impact that proliferation of an external evaluation and accreditation with the focus on internationalisation and standardisation has had on educational development. Finally, the paper provides an account of the conceptual and strategic shift in external quality monitoring in many countries away from accountability and compliance towards improvement that aims to address and redeem the separation of quality assurance and educational development.

Key words: higher education, Bologna process, quality assurance, quality of education

Zdenka Čemažar Vrban
Par & Mat svetovanje, s. p., Celje
Alenka Leonarda Merhar
Univerza v Ljubljani, Filozofska fakulteta

Interdisciplinarni pristop k vzpostavljanju osebne finančne varnosti

Pregled aktualnih trendov kaže nizek socialno-ekonomski položaj kot enega največjih dejavnikov tveganja za telesno in še posebej za duševno zdravje. Bolniška odsotnost, ki iz leta v leto raste, predstavlja breme za vse vpletene in posredno za celotno družbo. Finančna stiska predstavlja tudi visoko tveganje za samomorilno vedenje. Zato bomo to področje obravnavali z vidika finančne in psihološke stroke ter opisali možnost za doseganje finančne varnosti na ravni posameznika, kar bi posredno lahko obrnilo kazalnike zdravja in produktivnosti v pozitivno smer tudi na ravni družbe. Rezultati uporabljene spletne ankete kažejo precejšnje nepoznavanje načinov upravljanja z denarjem, kar nakazuje potrebo po tovrstnem izobraževanju. Zato smo razvili izobraževalno metodo, katere učni cilji združujejo poznavanje upravljanja osebnih financ in poznavanje orodij za izboljšanje lastnega odnosa do denarja. Prvo se nanaša na spekter možnosti, drugo pa na spekter zavednih in nezavednih prepričanj, ki razlikujejo med finančno stisko in finančno varnostjo.

Ključne besede: finančna varnost, osebne finance, ciljna prepričanja, notranji modeli

An Interdisciplinary Approach to Build a Personal Financial Security

A review of current trends shows a low socio-economic status as one of the greatest risk factors for physical and especially mental health. Sick leaves increasing from year to year, are a burden for all involved and indirectly for the whole society. Financial distress also represents a high risk for suicidal behaviour. Therefore, we have addressed the field from the financial and psychological perspective, and we described some possibilities for achieving financial security at the individual level, which could indirectly lead to turning health indicators and productivity in a positive direction at the society level as well. Results of the online administered survey show a considerable lack of knowledge in money management and also indicate the need for an education in the field. Accordingly, we have developed an educational method, where learning goals combine understanding of personal finance management and the tools to improve one's own relationship to money. The first refers to the range of opportunities and the second on the spectrum of conscious and unconscious beliefs that differ between the financial distress and financial safety.

Key words: financial security, personal finance management, development of targeted beliefs, internal model

M-trgovina u EU

Mobilna trgovina (m-trgovina) je oblik elektronske trgovine (e-trgovine) koji obuhvata sve vrste elektronskih transakcija koje se obavljaju putem interneta uz korišćenje mobilnih uređaja. U poslednjih nekoliko godina, kako upotreba sofisticiranih mobilnih telefona postaje sve rasprostranjenija, m-trgovina postaje sve popularnija. Ona čini iskustvo kupovine lakšim i ugodnijim, omogućavajući potrošačima da kupuju kad god i gde god požele. Mnoga istraživanja pokazuju da je m-trgovina sada ključni pokretač rasta e-trgovine. Ovaj rad uvodi definicije i koncepte i pruža pregled različitih tipova m-trgovine. Takođe detaljno opisuje njena najvažnija svojstva. Što je najznačajnije, razmotreni su aktuelni trendovi u m-trgovini u Evropskoj uniji (EU).

Ključne reči: m-trgovina, e-trgovina, mobilni uređaji, pametni telefoni, Evropska unija

M-commerce in the EU

Mobile commerce (m-commerce) is a form of the electronic commerce (e-commerce) that involves all kind of electronic transactions on the Internet using mobile devices. With the spread of increasingly sophisticated mobile telephones, m-commerce has become more popular in recent years. It makes the shopping experience easier and more pleasant by enabling consumers to shop whenever and wherever they please. Many studies show that m-commerce is now the key driver of the e-commerce growth. This paper introduces definitions and concepts, but also provides an overview of different types of m-commerce. It also describes the main attributes of m-commerce in details. Most importantly, the paper discusses the current m-commerce trends in the European Union (EU).

Key words: m-commerce, e-commerce, mobile devices, smartphones, European Union

Indikatori u menadžmentu ljudskih resursa

Implementacija strateškog menadžmenta ljudskih resursa predstavlja veoma složen i značajan proces čiji efekti u velikoj meri utiču na poslovne rezultate organizacije, kao i na pravce i dinamiku njenog razvoja. Da bi se efikasno upravljalo procesom ostvarivanja strateških i taktičkih poslovnih ciljeva iz svih podsistema organizacije, neophodno je da se, pored optimalnog organizovanja tog procesa, utvrde i odgovarajući indikatori za merenje stepena ostvarivanja svakog od formuliranih ciljeva. Pored tih indikatora, za efikasno upravljanje procesima potrebno je utvrditi i posebne indikatore o obavljanju procesa, jer se od svake aktivnosti očekuje određeni rezultat, tj. ostvarivanje određene performanse. Iz tog razloga ciljevi, indikatori, performanse i procesi menadžmenta ljudskih resursa predstavljaju ključne činioce, koji uz angažovanje raspoloživih resursa (materijalnih, ljudskih, novčanih, energetske i dr.) u okviru odgovarajuće organizacione strukture, značajno doprinose zadovoljavanju interesa stejkholdera organizacije.

Ključne reči: indikator, cilj, proces, performansa, menadžment, ljudski resursi

Human Resource Management Indicators

Implementation of strategic human resource management represents a very complex and significant process which greatly influences the business results of an organization, as well as its development dynamics. In order to efficiently manage the process of achieving strategic and business objectives of all organizations' subsystems, it is, in addition to optimal organization of the process, necessary to establish the corresponding indicators for measuring the achievement of each of the formulated objectives. Besides the mentioned indicators, special separate indicators should be determined for a successful management of the processes, because a specific result is expected from each individual activity, i. e. a specific performance. Consequently, the objectives, indicators, performances and processes of strategic human resource management represent the key factors which, with the engagement of available resources in the corresponding organizational structure (material, human, monetary, energy, etc.), significantly contribute to fulfilment of organization's stakeholder interest.

Key words: indicator, objective, process, performance, management, human resources

Transnacionalne kompanije kao pokretači procesa globalizacije

Poslednja decenija XX i početak XXI veka predstavljaju period intenzivnih promena u globalnoj privredi, koje u potpunosti menjaju društveno-ekonomski ambijent funkcionisanja nacionalnih privreda. Globalizacija predstavlja proces gde su nacionalne ekonomije izgubile značaj i gde primat preuzimaju transnacionalne kompanije (TNK) i strane direktne investicije (SDI). Mnoga istraživanja naglašavaju da u uslovima globalizacije TNK stiču ogromnu snagu koja im omogućava da značajno utiču na donošenje odluka u okviru nacionalnih privreda. TNK predstavljaju stožer ekonomske globalizacije i najznačajniji faktor kreiranja međunarodnih robnih i finansijskih tokova. One danas kontrolišu oko 2/3 svetske trgovine i predstavljaju najznačajnije aktere svetske privrede. U radu ćemo analizirati TNK, i pokušati da damo odgovor na pitanja kakvu ulogu imaju TNK i kojim kanalima se transferiše kapital u okviru globalnih tokova. Takođe, osvrnućemo se na poslovanje i uticaj ovih kompanija na privredu Republike Srbije.

Ključne reči: transnacionalne kompanije (TNK), globalizacija, strane direktne investicije (SDI), Republika Srbija

Transnational Companies as a Driving Force of the Globalization Process

The last decade of 20th century and the beginning of 21st century are the period of intensive changes in global economy, completely changing social and economic ambience for functioning of national economies. Globalization is a process where national economies lose their importance and the primacy is taken over by transnational companies (TNC) and foreign direct investments (FDI). A number of investigations emphasize that in conditions of the globalization TNC are gaining enormous power, enabling them to considerably influence decision making within the national economies. TNC are the axis of economic globalization and the most important factor in creating international commodity and financial flows. Presently they control about two thirds of world trade and are the most important actors in global economy. In this paper we will analyse TNC in order to try and answer what the role of TNC is and through which channels the capital is being transferred within the global flows. We will also address the business of these companies and influence on the economy of the Republic of Serbia.

Key words: transnational companies (TNC), globalization, foreign direct investments (FDI), Republic of Serbia

Faktori i modeli internacionalizacije trgovine – primer tržišta republike Srbije

Internacionalizacija poslovanja postaje realnost za sve veći broj trgovinskih kompanija u razvijenim tržišnim privredama. Trgovinske kompanije za svoj dalji rast i razvoj šansu nalaze na inostranim tržištima. Pri tome, za trgovinske kompanije koje svoje poslovanje šire izvan granica nacionalnog tržišta veoma je važno da poznaju determinante odnosno faktore od kojih će zavisiti uspeh strategije internacionalizacije. U poslednjih dvadesetak godina, teorijska i praktična istraživanja ove faktore posmatraju kao kompleks ekonomskih, političkih, socioloških, kuturoloških faktora, od kojih, u krajnjoj instanci, zavisi i izbor konkretnog tržišta na kome će se poslovati u narednom periodu. Osim toga, rezultati istraživanja iz ove oblasti, faktore internacionalizacije posmatraju iz dva ugla, odnosno iz ugla nacionalnog tržišta, kao »gurajuće«, i iz ugla novog, inostranog tržišta, kao »vukuće« faktore. U zavisnosti od dejstva ovih faktora, trgovinske kompanije se odlučuju za različite modele internacionalizacije, kao što su model izvoza, merdžera i akvizicija, zajedničkih ulaganja, licenciranja, franšizinga i izgradnje sopstvenih objekata. Cilj rada jeste da identifikuje faktore i modele internacionalizacije trgovine, s osvrtom na tržište Republike Srbije, na kome trenutno posluje nekoliko internacionalnih trgovinskih lanaca.

Ključne reči: internacionalizacija, faktori, modeli, Republika Srbija

Factors and Models of Internationalization of Trade – an Example of the Serbian Market

The internationalization of business is becoming a reality for an increasing number of trading companies in developed market economies. Trading companies find opportunities for further growth and development on foreign markets. In addition, the trading companies which extend operations beyond the borders of the national market must be familiar with determinants or factors that determine the success of the internationalization strategy. In the last twenty years, theoretical and practical studies have viewed these factors as a complex of economic, political, sociological, and cultural factors, which, ultimately, determine the choice of the particular market on which a company will operate in the future. Besides, the results of research in this field view the internationalization factors from two angles, i.e. from the perspective of a national market, as "push" factors, and from the perspective of a new, foreign market, as "pull" factors. Depending on the impact of these factors, trading companies opt for different models of internationalization, such as export model, mergers and acquisitions, joint ventures, licensing, franchising, and building their own facilities. The aim of the paper is to identify the factors and models of internationalization of trade, with emphasis on the Serbian market, where currently operate several international retail chains.

Key words: internationalization, factors, models, Republic of Serbia

Doseganje poslovnih ciljev organizacije s prenovo procesa upravljanja človeških virov

Uspešna podjetja se znajo hitro prilagoditi in se neprestano trudijo, da bi čim bolj razvili in ohranili konkurenčno prednost na področjih, kot so stroškovna učinkovitost, kakovost, sistematičnost, fleksibilnost, inovativnost. Pri tem morajo dobro preučiti in optimizirati svoje poslovne procese. Sodobni izzivi menedžmenta človeških virov pred kadrovske funkcije postavljajo izzive v vlogi strateškega partnerja uprave, upravljavca sprememb v smislu implementacije izboljšav, pa tudi pobudnika in varuha sprememb organizacijske kulture. Dobra komunikacija zaposlene motivira, zato je treba s prenovo procesa zagotoviti komunikacijske kanale tudi preko internih medijev, ki bodo omogočili prost pretok idej, informacij in znanja v skupini. Vlogo menedžerjev človeških virov v smislu strateške funkcije med drugim krepimo z razbremenitvijo operativnih nalog, ki jemljejo čas za razvojno delo in zavirajo kreativnost, ter z novimi oblikami izobraževanja, ki prinašajo znanje s področja kulture in ostalih vidikov raznolikosti. V empiričnem delu oblikovani model, prilagojen specifični dejavnosti, ki jo izvaja, in kulturi, ki velja v njej, lahko uporabi marsikatera organizacija.

Ključne besede: poslovni procesi, sistematičnost, fleksibilnost, izboljšave, kreativnost

Achieving Business Goals of an Organisation by Reforming the Process of Human Resource Management

Successful companies know how to adapt quickly and remain constantly alert, especially when it comes to developing and maintaining the competitive edge regarding cost-efficiency, quality, systematicity, flexibility, and innovativeness. With this goal in mind, it is necessary for a company to thoroughly assess and optimise its business processes. Human resource management is faced with modern challenges when taking the role of a strategic partner of a company management, when managing changes in the sense of implementing improvements, and also when initiating and guarding the changes within the company culture. A good communication level motivates the employees, which is why the upgraded process must ensure communication channels also via the internal media enabling a free flow of ideas, information and knowledge within a group. The role of human resource managers having a strategic function can also be strengthened by unburdening the operative tasks that merely waste development time and slow down creativity, and by introducing new education approaches that include knowledge from cultural and other aspects of diversity. Many organisations could benefit from using the model designed in the empirical part of the study, which is specifically adapted to the activities it implements, and the culture found within.

Key words: business process, systematicity, flexibility, improvements, creativity

Mogući aspekti implementacije ERP sistema u Srbiji

U ovom studiozno-istraživačkom radu na osnovu sistematske studije relevantne stručne literature i konkretnim istraživanjima u preduzećima u Srbiji, koja su različita po vrsti delatnosti, procesu proizvodnje, i vlasničkoj strukturi na reprezentativnom uzorku, evoluirani su metodološki aspekti procesa implementacije ERP sistema. Istražen je i analiziran proces usvajanja i korišćenja ERP sistema, sa akcentom na istraživanju: u kojoj meri faktori utiču na usvajanje i korišćenje ERP rešenja od strane korisnika u preduzećima, analizi poslovnih faktora koji utiču na izbor ERP rešenja, predstavljanju ERP rešenja provajdera za srednja preduzeća, poređenju razvojnih faza ERP rešenja, analizi troškova poboljšanja performansi, kao i samim motivima za uvođenje ERP rešenja u preduzećima u Srbiji. Model istraživanja ovog rada je razvijen kroz multidisciplinarni pristup kombinatorike, teorije odlučivanja i upravljanja projektima. U ovom istraživačkom radu predstavljena je studija uticaja upravljanja projektima u implementaciji ERP rešenja u preduzećima u Srbiji.

Ključne reči: ERP sistem, implementacija, preduzeće

The Possible Aspects of ERP System Implementation in Serbia

In this research study based on the systematic study of the relevant literature and specific research of the companies in Serbia, varying according to the type of activity, the production process and the ownership structure of a representative sample, the methodological aspects of the process of implementation of ERP systems have evolved. The process of adoption and use of ERP systems has been researched and analysed, with an emphasis on the research of the following areas of expertise: the extent to which factors influence the adoption and use of ERP solutions by users in enterprises, the analysis of business factors affecting the choice of ERP solutions, presentations and ERP solutions provider for medium-sized enterprises, comparing developmental stages of ERP solutions, analysing costs to improve performance, as well as the very motives for the introduction of ERP solutions to the Serbian companies. Model of this study was developed through a multidisciplinary approach of combinatorics, decision theory and project management. In this research, the study of influence of project management in the implementation of ERP solutions to companies in Serbia will be presented.

Key words: ERP systems, implementation, company

Regionalna analiza nezaposlenosti mladih u Srbiji

Nezaposlenost mladih predstavlja globalni ekonomski i društveni problem, s obzirom na to da je poslednjih nekoliko decenija stopa nezaposlenosti mladih viša od stope nezaposlenosti odrasle populacije. Položaj mladih na tržištu rada je naročito pogoršan nakon izbijanja globalne ekonomske krize, usled daljeg porasta stope nezaposlenosti mladih, što izaziva ozbiljne probleme siromaštva i društvene isključenosti mlade populacije. U Srbiji, kao tranzicionoj privredi, usled slabe privredne aktivnosti, političke nestabilnosti, regionalnih dispariteta i nedostataka obrazovnog sistema, nezaposlenost mladih postaje alarmantni problem. Cilj ovog rada je da prikaže stanje nezaposlenosti mladih po regionima Srbije, u odnosu na indikatore ekonomskih performansi, kako bi se utvrdio odnos između stope nezaposlenosti mladih i najvažnijih objektivnih pokazatelja društvenog i ekonomskog razvoja. Rezultati istraživanja dobijeni su primenom relevantnih statističkih metoda - deskriptivne statistike i analize varijanse.

Ključne reči: nezaposlenost mladih, regionalne razlike, ekonomska kriza

Regional Analysis of Youth Unemployment in Serbia

The youth unemployment represents a global economic and social issue, since the rate of youth unemployment has been consistently higher than the rate of the adult population unemployment for several decades. Especially after the global economic crisis, the position of the young people on the labour market has further deteriorated, due to the increasing youth unemployment rates causing severe problems of poverty and social exclusion for the young. In Serbia, problems of poor economic performance of a transition economy, along with political instability, regional disparities and deficits of the education system, the youth unemployment is becoming an alarming problem. The aim of the paper is to present the situation of youth unemployment across the regions of Serbia, compared to the indicators of economic performance in order to assess the relation between youth unemployment rates and the most important objective indicators of social and economic development. The results of the research have been obtained by using relevant statistical methods such as descriptive statistics and analysis of variance.

Key words: youth unemployment, regional disparities, economic crisis

Dizajniranje sistema nagrađivanja zaposlenih u međunarodnom kontekstu

Globalizacija poslovanja je uticala da sve veći broj organizacija participira na međunarodnoj poslovnoj sceni tražeći svoju šansu za unapređenje poslovnih rezultata. Međutim, izlazak na međunarodno tržište nametnuo je takvim organizacijama dodatne izazove u pogledu sadržaja menadžmenta ljudskih resursa uzrokovane različitosti kulturološkog, pravnog i ekonomskog ambijenta koji postoji u drugim zemljama. Pri tom je jedan od najvećih izazova vezan za dizajniranje efektivnog sistema nagrađivanja zaposlenih. Sistem nagrađivanja je, generalno, vrlo kompleksno područje budući da ovaj sistem ispoljava snažan uticaj na ponašanje i nivo motivisanosti zaposlenih. Ukoliko se tome doda i činjenica da na shvatanja i ponašanje zaposlenih utiče i kulturološki milje kome pripadaju, onda je jasno da je nagrađivanje zaposlenih jedno od najkompleksnijih područja u okviru međunarodnog menadžmenta ljudskih resursa. Polazeći od navedenog cilja rada je da ukaže na značaj dizajniranja efektivnog sistema nagrađivanja zaposlenih u međunarodnom kontekstu, moguće pristupe koji se tom prilikom mogu primeniti, kao i analiza sistema nagrađivanja zaposlenih u kompanijama čije je sedište u Evropskoj uniji.

Cljučne reči: globalizacija, nagrađivanje, zaposleni, pristupi, Evropska unija

Designing an Employee Reward System in the International Context

Globalization of business influenced that the growing number of organizations participate in the international business scene and looking for the chance to improve their business results. However, access to the international market has imposed additional challenges to such organizations in terms of the content of human resource management caused by the diversity of cultural, legal and economic environment that exists in other countries. One of the biggest challenges is related to designing an effective system of compensation. This area is generally very complex because compensation system exerts a strong influence on the behaviour and motivation of the employees. If we add the fact that the perceptions and behaviour of the employees is also affected by the cultural milieu to which they belong, then it is clear that compensating the employees is one of the most complex areas within the international human resource management. Proceeding from the above, the aim of this paper is to highlight the importance of designing an effective compensation system in an international context, the possible approaches that can be applied in this situation, as well as the analysis of this system in some companies of which headquarters are located in the European Union.

Key words: globalization, compensation, employees, approaches, European Union

Dr. Dejan Đorđević
Univerzitet u Nišu, Ekonomski fakultet
Dr. Marko Janković
International business school Botevgrad, Bulgaria

Prostorni razmeštaj savremene svetske hotelske industrije

Globalne promene u privredi i društvu, započete poslednjih decenija 20. veka, uticale su i na izmene poslovanja u hotelijerstvu. Ove promene su u izvesnom smislu izrazitije nego u drugim privrednim granama. Kao osnovna turistička delatnost, hotelijerstvo najbolje prikazuje sve aktuelne promene u turizmu. Permanentni rast svetske turističke privrede neposredno utiče i na ubrzani razvoj i disperziju hotelijerske industrije. Povećana tražnja za hotelskim uslugama i opšti privredni razvoj, uticali su na izmene u hotelijerskom poslovanju i stvaranju hotelskih lanaca, na globalnom nivou. Ovi hotelski lanci poseduju veliki procenat ukupnih hotelskih kapaciteta, raspolazu velikom finansijskom moći, a jedna od njihovih osnovnih vrednosti ogleda se i u činjenici da uključivanjem manjih hotela u svoje sisteme, uključuju i čitav niz pratećih preduzeća, čime unapređuju privredu na lokalnom nivou.

Ključne reči: hotelijerstvo, globalizacija, turizam

The Spatial Distribution of the Modern World Hotel Industry

Global changes in economy and society which started in the last decades of the 20th century, have affected the changes in the hotel industry. These hotel industry changes are more distinct than changes in other industries. As the main tourist activity, hotel industry displays all current changes in the tourism industry in the best way. The permanent growth of the global tourism directly affects the fast development and dispersion of the hotel industry. An increased demand for hotel services and global economic development have influenced the changes in the hotel industry and creation of hotel chains on the global level. These hotel chains have a large percentage of the world hotel capacities and possess great financial power. One of their fundamental values is reflected in the fact that the inclusion of small hotels in their systems, including a whole range of supporting companies, has also improved the economy at the local level.

Key words: hotel industry, globalization, tourism

Održivi marketing kao faktor reputacije preduzeća

Dinamično okruženje u kome posluju savremena preduzeća stalno stavlja nove zahteve pred menadžment preduzeća. Dostignuća visokih tehnologija su promenila život ljudi za samo nekoliko godina, učinivši ga kvalitetnijim, lakšim i udobnijim nego ikada pre. Sa druge strane, opustošeni prirodni resursi, sve veći jaz između ekstremno siromašnih i bogatih, otuđenje ljudi kao rezultat virtuelne stvarnosti i mnoga druga etička pitanja vezana za ovaj fenomen, samo su neki od nagomilanih problema, odnosno cena koju plaćamo za taj novi, moderan život koji vodimo. Nasuprot velikoj većini stanovništva koja živi u siromaštvu, veliki deo potrošača u najrazvijenijim zemljama sveta uživaju u komforu i povoljnostima modernog života koje im pružaju visoke tehnologije. Neki od njih nisu preterano zabrinuti za opstanak planete i budućih generacija. S druge strane postoje potrošači čiji su zahtevi za zdravim proizvodima koji su bezbedni po okolinu sve intenzivniji. Njihova društveno odgovorna potrošnja predstavlja trend koji preduzeća koja žele da ostvare dugoročnu konkurentsku prednost moraju da uvažavaju. Polazeći od ovakve situacije u okruženju imperativ brojnih preduzeća postaje integrisanje principa održivog razvoja u poslovne, posebno marketing aktivnosti. Rezultat takvog ponašanja preduzeća je novi pristup obavljanju marketing aktivnosti nazvan održivi marketing. Namera autora je da, polazeći od implikacija održivog razvoja na izgradnju reputacije preduzeća, ukažu na značaj i elemente izgradnje reputacije preduzeća u savremenim uslovima poslovanja i istraže implikacije održivog marketinga na stvaranje reputacije.

Ključne reči: održivi marketing, reputacija preduzeća, odgovorno poslovanje, održivi razvoj, društveno odgovorna potrošnja

Sustainable Marketing as a Corporate Reputation Factor

Dynamic environment constantly sets new demands on modern enterprises and their management. In only few years, high-tech achievements have changed our life, making it easier, better and more comfortable than ever before. On the other hand, devastated natural resources, widened gap between extreme poverty and wealth, global alienation as a result of virtual reality and many other ethical questions are the price we are paying for this new, modern life we are living. In contrast to the vast majority of population living in extreme poverty, rich consumers in the most developed countries comfortably enjoy all the benefits of high-tech gadgets. Some of them are not overly concerned about the survival of the planet and future generations. However, there are also consumers with requirements for healthy, environmentally safe products. They are setting the trend of the so-called mindful consumption, for every socially responsible company that wants to achieve the long-term competitive advantage. Bearing in mind these environmental conditions, it is essential for many companies to integrate sustainable development principles into their business and particularly in their marketing activities. A result of such company conduct is the new approach to marketing activities called sustainable marketing. Authors' intention was to highlight the importance of building corporate reputation and its elements in modern business conditions, exploring the interdependence of sustainable marketing and reputation, starting from sustainable development implications to corporate reputation building.

Key words: sustainable marketing, corporate reputation, CSR, sustainable development, mindful consumption

Upravljanje brendovima u vrijeme globalne ekonomske krize

Svjedoci smo vremena u kojem su nagle promjene na tržištu, uzdrmale i najsnažnije kompanije u svijetu i njihovo poslovno okruženje, što je za posljedicu izazvalo pojavu globalne ekonomske krize. S obzirom da je globalna ekonomska kriza u velikoj mjeri poremetila odnose na tržištu i dovela u neizvjestan položaj čak i najsnažnije proizvodne brendove, nameće potrebu osmišljavanja jednog novog načina upravljanja brendovima u novonastalim tržišnim okolnostima. Ako su narušeni odnosi na tržištu uzdrmali povjerenje, snagu i vrijednost postojećih brendova, možemo se slobodno zabrinuti za one koji tek pokušavaju da to postanu ili one proizvode koji teško preživljavaju i na lokalnom tržištu. U posljednje vrijeme, menadžment sve većeg broja kompanija postaje svjestan potrebe izgradnje brendiranog proizvoda kao činjenice da se samo na takav način može opstati i jačati konkurentna moć kompanije. Umijeće upravljanja postojećim brendom podrazumijeva visoko orijentiranu marketinšku orijentaciju kompanije, što ima za krajnji cilj pojačanu lojalnost i zadovoljstvo krajnjih kupaca.

Ključne riječi: stvaranje brenda, umijeće upravljanja brendom, brendirani proizvod, sposobnost menadžmenta, konkurentna moć, marketinška orijentacija kompanije

Brand Management during the Global Economic Depression

We are witnessing the time in which sudden market changes have shaken even the strongest companies in the world as well as their business surroundings and caused a global economic crisis. Taking into account that the global economic crisis has disturbed the relations on the market on a large scale and put even the strongest manufacturing brands into an uncertain position, the need for organization of a new way of brand management in the new market circumstances has emerged. Given that the disturbed relations on the market have shaken trust, strength and value of existing brands, we have to be worried for those who are still trying to become a brand, or those products that have been struggling to survive even on local markets. Lately, more and more company managements have become aware of the need for branding, i.e. building a brand product because of the fact that it is the only way for a company to survive and to increase their competitive advantage. Management competency of the existing brand implicates highly oriented market orientation of a company, of which main goal is to increase loyalty and satisfaction of end buyers.

Key words: branding, brand management, brand management competency, branded product, management competency, competitive advantage, market orientation of a company

Liljana Gajser Dvojmoč, mag. vzg. in men. v zdr.
Andreja Černoga, mag. zdr. – soc. manag.
Fakulteta za zdravstvene vede Novo mesto

Vpliv ekonomske krize na pojav izgorelosti medicinskih sester

Živimo v času ekonomske krize, zaradi katere se na vseh področjih, tudi na področju zdravstva, soočamo s številnimi težavami. »Reze« v zdravstveno blagajno še posebej občutijo zaposleni v zdravstveni negi, kar vpliva predvsem na slabšo kakovost izvajanja zdravstvene nege in varnost pacientov. Zmanjševanje števila zaposlenih, preobremenjenost, nadurno delo, nižanje plač, vedno večja odgovornost in zahteve, so samo nekateri izmed številnih dejavnikov, ki pri medicinskih sestrah povzročajo dodaten stres in nezadovoljstvo, s katerim se soočajo pri svojem delu. Te neugodne razmere pa slabšajo njihovo psihično in fizično zdravje, kar močno vpliva na povečanje izgorelosti zaposlenih v zdravstveni negi.

Ključne besede: ekonomska kriza, zdravstvena nega, medicinske sestre, sindrom izgorelosti, kakovost

Influence of the Economic Crisis on the Burnout Syndrome among Nurses

The recent global economic crisis has been affecting all areas, including the area of healthcare, where we are experiencing many difficulties. Cuts into the healthcare budget are particularly felt by the healthcare employees, having a negative impact on the quality of healthcare and patient safety. Reduction of the number of employees, overload of work, overtime work, salary reductions but responsibility and requirements increase are just some of the many factors that are causing additional stress for nurses and consequently their general dissatisfaction at work. Furthermore, the adverse conditions are affecting their physical and mental health, leading to the increase in nursing care staff burnout.

Key words: economic crisis, nursing care, nurse, burnout syndrome, quality

Vložki sredstev farmacevtskih podjetij v raziskave in razvoj ter v oglaševanje

Konkurenca na trgih proizvodov in storitev je vedno večja. To pa predstavlja izziv za proizvajalce in za potrošnike. Proizvajalci se morajo odločiti, kako naj oblikujejo svojo ponudbo, da bodo še naprej konkurenčni. Njihove odločitve se tako nanašajo na vsa orodja trženjskega spleta: na izdelek, ceno, prodajno pot in trženjsko komuniciranje. Potrošniki pa morajo med množico istovrstnih izdelkov, o katerih prejema informacije iz različnih virov, izbrati izdelek oz. storitev, ki najbolje zadovoljuje njihove potrebe. S podobnimi odločitvami pa se obe skupini subjektov srečujeta tudi na trgu zdravil. Trg zdravil je še posebej reguliran z zakonskimi predpisi. Tako morajo farmacevtska podjetja pri odločitvah, koliko sredstev bodo vložila v raziskave in razvoj, kot tudi pri odločitvah o obsegu sredstev, ki jih bodo namenila tržnemu komuniciranju, dosledno spoštovati zakonodajo. Tudi povpraševanje po zdravilih je specifično, saj se pri zdravilih brez recepta potrošniki odločajo sami, medtem ko se pri zdravilih na recept namesto potrošnika odloča zdravnik. V prispevku predstavimo kompleksnost odločitev na trgu zdravil z vidika tržnih subjektov ter prikažemo gibanje sredstev, ki jih farmacevtska podjetja namenijo za raziskave in razvoj, ter sredstev, ki jih potrošniki porabijo za zdravila na recept in za tista brez recepta.

Ključne besede: ponudba, povpraševanje, trg zdravil, tržno komuniciranje, oglaševanje, raziskave, razvoj, investicije, Slovenija

Contributions of Pharmaceutical Companies Assets in Research and Development and Advertising

Competition in the goods and services markets is gradually increasing. Consequently, both producers consumers are confronted with challenges. Producers need to decide how to develop their offer to retain their competitiveness. Their decisions thus refer to all the marketing mix tools: the product, the price, the sales channel and marketing communications. Consumers, however, receiving information from various sources, have to choose among a multitude of similar types of products or services the one that best serves their needs. Furthermore, both groups of subjects have to deal with the similar decision-making when it comes to the market of medicinal products. The pharmaceutical market is regulated by legislation even more specifically. That is why pharmaceutical companies are obliged to respectfully follow the legal rules when deciding how much they will invest in research and development as well as about the amount of funds to be spent for marketing communications. In addition, let us mention that the demand for medications is also very specific, since the decision for buying the non-prescription medications is made by the consumers alone, whereas the usage of prescription medications is decided by a physician. In this paper we present the complexity of decisions on the pharmaceutical market from the scope of market operators and demonstrate the movement of funds the pharmaceutical companies invest into research and development, and of funds that consumers spend on medications with or without a prescription.

Key words: offer, demand, pharmaceutical market, marketing communications, advertising, research, development, investments, Slovenia

Moralni nihilizam postmoderne – izazov Evrope i savremenog sveta

Socio-politički kontekst postmodernih društava sa dominirajućom neoliberalnom ideologijom koja čistom ekonomskom racionalnošću svodi individuu na zavisnike »ekonomskog uspeha«, kao osnovnog kriterijuma ponašanja čoveka »potrošačkog društva«, neosetljivog na moralne norme zagovarane u Kantovom kategoričkom imperativu je veliki izaziv Evrope i kontekst u kome bi obrazovanje trebalo da dobije značajniju ulogu u smislu formiranja moralne sfere ličnosti, jer će se u suprotnom sve više razvijati, kao što se već jasno naziru, moralni nihilizam, sebičnost. U radu se daju osvrti kojima se podupire jača potreba za intelektualnom autonomijom kao meta-komponentom u Evropskom deskriptoru kvalifikacijog okvira, pluralističkim konceptima jačanja emancipatornog potencijala, metakognicijom kao sponom između sposobnosti i ostvarene, odnosno izvršne inteligencije, i kritičkim mišljenjem kao indikatorom kvaliteta obrazovanja. Izazovi globalizacije posmatraju se, dakle, iz ugla alarmantnog skretanje sistema vrednosti sa filozofskog utemeljenja osnovnih filozofskih pitanja egzistencije ka suženoj definiciji ekonomskih interesa, koja čitav društveni razvoj svodi na ekonomsku racionalnost, izraženu profitom, a sve ovo ide u cinizam, očaj, moralnu ravnodušnost i neku vrstu mioptičke usmerenosti.

Ključne reči: globalizacija, postmoderni izazovi Evrope, moralni nihilizam, emancipatori potencijali

Moral Nihilism of the Postmodernism – challenge for Europe and the Modern World

Socio-political context of postmodern societies with dominating neo-liberal ideology through its pure economical rationality boils an individual down to mere addicts of the "economic success" as a basic criterion of a man's behaviour in "consuming society", insensitive to moral norms advocated by Kant's categorical imperative. Such context is a great challenge for Europe, in which education should acquire a more significant role in the sense of forming a moral sphere of a personality, since otherwise, as it has already become rather clear, moral nihilism and selfishness will further develop. The paper offers a supporting overview of the stronger need for intellectual autonomy as a meta-component within European qualification framework descriptor, dealing with pluralistic concepts of empowering of emancipatory potentials, meta-cognition as a link between ability and achieved intelligence, i.e. executive intelligence and the critical thinking as an indicator of education quality. In other words, challenges of globalization are considered from the angle of alarming shift of the value system from the philosophically grounded basic philosophical issues of existence to a narrowed and reduced definition of economic interests, boiling down social development as a whole to economic rationality, expressed through profit, leading to cynicism, despair, moral indifference and a kind of myopic direction.

Key words: globalization, postmodern challenges of Europe, moral nihilism, emancipatory potentials

Kaj (še sploh) motivira medicinske sestre za kakovostno delo v Sloveniji?

Za uspešno motiviranje medicinskih sester morajo vodje poznati potrebe zaposlenih v zdravstveni negi, kar je zaradi zaostrenih razmer v družbi še kako pomembno. Ugotoviti morajo, kateri dejavniki jih (ne) motivirajo. Vodje morajo zaposlene spodbujati, jih pohvaliti, se z njimi pogovarjati in jim razložiti, kaj bi bilo mogoče narediti drugače, da bi bilo delo bolje opravljeno. Da bi to dosegli, se morajo zaposleni dodatno izobraževati, saj bodo le tako lahko sledili novim smemicam v zdravstveni negi. Namen prispevka je ugotoviti, koliko vplivata plača in dodatno izobraževanje na motivacijo zaposlenih v zdravstveni negi in kolikšen je vpliv empatije, ki se v zdravstveni negi izpostavlja kot eden izmed najpomembnejših dejavnikov za kakovostno delo.

Ključne besede: zdravstvena nega, motivacija, medicinske sestre

What Does (Still) Motivate Nurses for a Quality Work in Slovenia?

In order to successfully motivate nurses, managers need to know the needs of employees in nursing care which is, according to the adverse conditions in the Slovenian society, very important. They must determine which factors are (not) motivational. Managers should encourage employees, praise them and explain them what could be done differently in order to improve their work and its quality. To improve the quality of the work done, employees have to educate themselves further and follow new professional trends in nursing care. The purpose of this paper is to determine to what extent salary and additional training impact employees' motivation in nursing care, including the influence of empathy in nursing as one of the most important factors for the quality of work.

Key words: nursing care, motivation, nurses

Tripartitni projekt Visoke šole za upravljanje in poslovanje Novo mesto

V prispevku predstavljamo možnost povezovanja med visokim šolstvom in podjetji v Sloveniji z vidika pridobivanja novega znanja in idej. Cilj tega prispevka je predvideti možnosti za sodelovanje med tema »različnima svetovoma«. Pri tem smo uporabili intervju, ki je bil izveden na okrogli mizi. Prispevek predstavlja v letu 2014 izveden projekt Visoke šole za upravljanje in poslovanje Novo mesto. Na praktičnem primeru predstavimo povezovanje med visoko šolo, njenimi študenti in gospodarstvom. Središče aktivnosti pri projektu so študentje, ki so vključeni v gospodarstvo. Uporabljenih je bilo več znanstvenih metod, kot so praktične učne metode, strokovne metode v gospodarstvu in metode računalniškega modeliranja. Rezultati kažejo izjemno močne in uporabne povezave vseh treh vključenih strani. Projekt z naslovom Razviti mobilno aplikacijo za sendvič in recept/standard za sendvič na mobilno aplikacijo je bil sofinanciran s strani Javnega sklada za razvoj kadrov in štipendije. Sklad spodbuja interdisciplinarno in multidisciplinarno delo znotraj različnih področij študija. Ta projekt je podlaga za štiri nove tripartitne projekte v letu 2015.

Ključne besede: projekti, visoko šolstvo, gospodarstvo, sodelovanje, študenti

Tripartite Project at School of Business and Management Novo Mesto

In our paper we discuss the connection between academia and industry in Slovenia from the acquisition of new knowledge and ideas point of view. The aim is the presentation of a possible way of cooperation between this two "different worlds". In the paper we used an interview implemented on the round table. Moreover, this paper also represents the project work of the School of Business and Management Novo mesto as an integration of work between academia, its students and industry, performed in 2014. Several scientific methods has been used in the project, such as practical teaching methods, industry expert methods and computer modelling methods. The results show extremely powerful and workable connections of all three parties. The project named Develop a Mobile Application for Ordering a Sandwich and Receiving Recipe/Standard for the Sandwich on the Application was co-financed by The Slovene Human Resources and Scholarship Fund which encourages interdisciplinary and multidisciplinary work within different fields of study. This project made the ground for four new tripartite projects in 2015.

Key words: project, academia, industry, cooperation, students

Ideoloski i politički uzroci siromaštva u zemljama Zapadnog Balkana

Današnju ekonomsko-socijalnu i političku sliku bivših socijalističkih zemalja u najvećoj mjeri oblikuju dvije moderne političke ideologije: prve, koja je u gotovom zalasku – komunizma i druge, preovlađujuće - neoliberalizma. Za zemlje Zapadnog Balkana svaka od njih ne samo da je iznevjerila olako obećanu sretniju budućnost, već je permanentno održavala pa i produbljavala razinu relativnog siromaštva. Paradigma te socijalne iznevjerenosti je proces tranzicije. I to, prvo u vidu društvenih troškova izlaska iz socijalizma – produžena tranziciona recesija (pad GDP-a, alarmantno povećavanje nezaposlenosti i serija brutalnih i autarhičnih ratova koji su svi zajedno trajali čitavu deceniju, tokom 1990-ih). Drugo su jednostrane primjene ekonomskog neoliberalizma kao antisocijalne ideologije i složenost političke tranzicije koja se pokazala nešto složenijom od ekonomske tranzicije. Otuda fenomenološka analiza pokazuje da siromaštvo nije rezultat egzogenih nezavisnih faktora već nedovršene političke tranzicije i povijesno determinisanog klijentelističkog mentaliteta.

Glavne riječi: Zapadni Balkan, siromaštvo, ekonomski neoliberalizam, politička tranzicija

Ideological and Political Causes of Poverty in the Western Balkans

Contemporary economic, social and political landscape of the former socialist countries is shaped by the two modern political ideologies to a large extent: the first, which is almost in its decline – the communism and the other that prevails – the neoliberalism. For the Western Balkan countries, each of them has not only betrayed a better future prediction, but it has permanently maintained and even deepened the level of relative poverty. The paradigm of that social betrayal is the transition process. As first in the form of social costs at the exit from the socialism - prolonged transition recession (a falling GDP, alarmingly rising unemployment and a series of brutal and autarchic wars that lasted all together for a decade, during the 1990s). As second, the unilateral definitions of economic neoliberalism as an antisocial ideology and a complexity of the political transition, proved somewhat more complex than the economic transition. Hence the analysis of the phenomenology of poverty shows that it is not the result of exogenous independent factors but of the incomplete political transition and historically determined clientelistic mentality.

Key words: Western Balkans, poverty, economic neoliberalism, the political transition

Usmerjenost k učeči se organizaciji v podjetju A-Cosmos, d. d.

Razvoj novih tehnologij in proces globalizacije je močno spremenil naše življenje. Podjetja je prisilil, da postanejo dinamična, kar pomeni, da so sposobna nenehnega učenja ter zato hitrega in učinkovitega prilagajanja spremembam v okolju. Organizacija, ki teži k nenehnemu izboljševanju sposobnosti podjetja in postavlja v ospredje učenje in znanje posameznikov, pa tudi organizacije kot celote, se imenuje učeča se organizacija. Podjetja, ki imajo vgrajen koncept učeče se organizacije, so bolj prilagodljiva in konkurenčna. Prehod od tradicionalne organizacije k učeči se ni enostaven in hiter, uspešen je le v ustrezni organizacijski kulturi. V empiričnem delu članka ugotavljamo, koliko so zaposleni v podjetju A-Cosmos, d. d. usmerjeni k učeči se organizaciji oziroma katere elemente učeče se organizacije izvajajo v podjetju. Ugotavljamo, koliko organizacijska kultura v podjetju ustreza učeči se organizaciji in jo podpira.

Ključne besede: učeča se organizacija, organizacijska kultura, učenje

Directed towards Being a Learning Organisation – Company A-Cosmos, d. d.

The development of new technologies and the process of globalization have significantly changed our lives. Companies have been forced to become dynamic, to have the capacity to constantly learn and therefore being able to quickly and efficiently adapt to changes in their environment. An organization which is based on constantly improving the abilities of the company and emphasizes the significance of learning and knowledge, not only in the individual but also in the organization as a whole, is called a learning organization. Companies which have an inbuilt concept of a learning organization are more adaptable and competitive. The transition from a traditional organization to a learning one is neither simple nor fast and can only be successful in an appropriate organizational culture. In the empiric part of the article we are establishing to what degree the employees in the company A-Cosmos d.d. are directed towards a learning organization, and which elements of a learning organization are implemented in the company itself. We are establishing if the organizational culture in the company is suitable and serves as a support element in a learning organization.

Key words: learning organization, organizational culture, learning

Radno okruženje kao faktor efikasnosti zaposlenih

Napredak u tehnologiji donosi nam sve veće poslovne promene. Kompanije se trude da u skladu sa ovim promenama projektuju savremeno radno okruženje, kako bi prvenstveno motivisali zaposlene radi postizanja najboljih rezultata. Ovo savremeno radno okruženje, između ostalog treba da ohrabri zaposlene da budu efikasniji, da ih podstakne da se druže sa kolegama, sarađuju međusobno i uče na svom radnom mestu. Kako bismo prikazali važnost dobro organizovanog radnog okruženja za efikasnost zaposlenih, sproveli smo istraživanje koje se bavi dokazivanjem ove tvrdnje. Analizom elemenata radnog okruženja i putem anketiranja zaposlenih dobili smo odgovor na navedeno pitanje - svi zaposleni ocenju da je radno okruženje veoma bitan faktor za efikasnost zaposlenih, njihovu kreativnost i inovativnost.

Ključne reči: radno okruženje, elementi radnog okruženja, efikasnost zaposlenih, kreativnost, inovativnost

Work Environment as a Factor of Employees' Efficiency

As technology advances, it brings us increasing business changes. Companies are trying to comply with the changes, creating a modern work environment, primarily to motivate employees to achieve the best results. This modern work environment, among other things, should encourage employees to be more efficient, to motivate them to socialize with colleagues, collaborate with each other and learn from their workplace. In order to show you the importance of a well-organized work environment, we have done a research which is engaged in proving these allegations. Analyzing the elements of the work environment and through interviewing employees, we got an answer to this question - all employees claim that work environment is a very important factor for the efficiency of employees, their creativity and innovation.

Key words: work environment, elements of the work environment, employees' efficiency, creativity and innovation

Strategijski menadžment i njegova primena kod malih preduzeća

Jedna od neophodnih stavki efikasnijeg poslovanja preduzeća u tržišnoj ekonomiji jeste preduzetništvo i preduzetnička inicijativa. Visok stepen fleksibilnosti tržišta i niskih fiksnih troškova predstavlja važnu determinantu i komparativnu prednost preduzetnicima i malim preduzećima. Kod čoveka kreativnost i preduzetništvo su najpotrebnije osobine da se kombinuje ulaz u poslovanje na profitabilan način. Strategijsko reagovanje zahteva strategijski menadžment. Sposobnost prilagođavanja i brzina njegove sposobnosti neophodne su za uspeh preduzeća u savremenoj privredi. U savremenim uslovima globalizacije na svetskom tržištu, sva preduzeća će biti primorana da razvijaju funkciju preduzetništva u cilju da bi mogla da postoje - opstanu i razvijaju se. Postojanje novih poslovnih mogućnosti će zahtevati strategije i tehnike i to u skladu sa ekološkim zahtevima i zahtevima za održivi razvoj.

Ključne reči: strateški menadžment, mala i srednja preduzeća, preduzetništvo, kompetencije

Strategic Management and Its Application to Small Enterprises

One of the indispensable items of a more efficient business activity of an enterprise in the market economy is the entrepreneurship itself. A high extent of market flexibility and low fixed costs represent an important determinant and a comparative advantage of the entrepreneurs and the small enterprises. The man's creativeness and entrepreneurship are most necessary to combine the inputs in a profitable way. A strategic reaction requires a strategic management. The ability of adaptation and its speed are crucial abilities necessary for the success of an enterprise in the modern economy. In the modern conditions of globalisation of the world market, all enterprises will be forced to function like entrepreneurs, in order that they could exist and develop themselves. The existence of the new business enterprising will require strategies and practices in accordance with ecologic requirements and the requirements of a maintainable development.

Key words: strategic management, small and medium - size enterprises, entrepreneurship, competitiveness

Uticaj promocije na kreiranje uspješne robne marke

Osnovni komercijalni cilj promocije je prodaja kroz povećanje tržišnog učešća, osvajanje novog tržišta, uvođenje novog proizvoda ili usluge i dr. Komunikacioni ciljevi su slični: stvaranje poznatosti robne marke ili preduzeća, dopadljivost, poverenje i podsticaj na neposrednu kupovinu. Najefikasniji oblik promocije sa stanovišta robne marke je ekonomska propaganda. Propagandna funkcija robne marke najčešće se zasniva na intenzivnoj reklami kojom se robne marke uvode u život. U odabiru proizvoda potrošači se često i nesvesno opredeljuju za proizvod koji poseduje dobro reklamiranu robnu marku jer reklama u svesti potrošača ostavlja utisak kvaliteta i pouzdanosti. Na ovaj način robna marka postaje sredstvo legalne privredne utakmice koja pospešuje konkurentsku moć preduzeća. Postizanjem promotivnih i komunikacionih ciljeva stiže se lojalnost potrošača koja obezbeđuje sigurnost narednog plasmana, obzirom da će ponovljenom kupovinom potrošač sigurno odabrati istu robnu marku.

Ključne reči: robna marka, promocija, propagandna funkcija, lojalnost potrošača, konkurentska moć

Influence of Promotion on Creating a Successful Trademark

The main commercial goal of promotion are sales through the increased market share, conquest of a new market, launch of a new product or service, etc. Communicational goals are similar: creating a recognisability of trademark or company, likeability, confidence and encouragement for a direct purchase. The most efficient form of promotion mix with regard to trademarks is advertising. Advertising function of trademark is most often based on intense advertising which brings trademarks into life. In choosing products, consumers often subconsciously decide for the product which has a well-advertised trademark because in the mind of the consumer the advertisement leaves the impression of quality and reliability. In this way trademarks become the means of a legal economic competition which increase the company's competitive power. By achieving these promotional and communicational goals, the consumer loyalty is established and that ensures the next product placement, since the consumer is certain to choose the same trademark in the next purchase.

Key words: trademark, promotion, advertising function, consumer loyalty, competitive power

Problematika brezposelnosti

Brezposelnost predstavlja neizkoriščenost dela aktivnega prebivalstva, hkrati pa je breme in strošek za družbo. To je eden od osrednjih makroekonomskih problemov v družbi, nekateri avtorji pa pogosto predstavijo stopnjo brezposelnosti kot merilo uspeha makroekonomske politike. Za analiziranje brezposelnosti in vzrokov zanjo je potrebna celovita slika strukture prebivalstva in dinamike na trgu dela, saj model ponudbe in povpraševanja po delu ne zadostuje za pojasnitev tega pojava. Eden od pomembnih vidikov trga dela je trajanje brezposelnosti. Namen članka je predstaviti problematiko brezposelnosti v Sloveniji in dati izhodišča za analiziranje trajanja brezposelnosti na podlagi analize preživetja.

Ključne besede: brezposelnost, trajanje brezposelnosti, analiza preživetja

The Problem of Unemployment

Unemployment represents an unexploited part of the active population, at the same time it is also a burden and cost for society. Unemployment is one of the central macroeconomic problems in the society, some of the authors often take unemployment rate as a measure of success of the macroeconomic policy. A complete picture of population structure and dynamics in the labour market is needed for unemployment analysis and causes of unemployment, as the model of supply and demand of labour is not sufficient enough to explain the phenomenon of unemployment completely. One of the key features of the labour market is duration of unemployment. The aim of this paper is to present the problem of unemployment in Slovenia as well as to make ground for the analysis of unemployment duration, based on the analysis of survival.

Key words: unemployment, duration of unemployment, analysis of survival

Poticanje kreativnosti u visokoškolskom obrazovanju

Kreativnost kao zaseban proces izdvaja se kroz nekoliko definicija. Kreativnost s društvenog aspekta predstavlja uvjet opstanka ljudskih zajednica. Jedno od bitnih područja u kojima kreativnost ostavlja traga jest nastava. Stoga se konstantno nastoji poticati kreativnost i nastavnika i studenata. Proces kreativnog mišljenja svakog pojedinca ostvaruje se kroz nekoliko faza. Za kreativno djelovanje nastavnika odgovorni su fiziološki, psihološki, socijalni i pedagoški razlozi. Većim kompetencijama i iskustvom nastavnika kroz školovanje im se omogućava da budu kreativniji i da djeluju kreativno na studente. Kao jedno od najvažnijih zadataka suvremene škole kreativnost se iskazuje i kao vještina ali i kao profesionalna kompetencija. Za poticanje kreativnosti nužno je postaviti i graditi sustav obrazovanja za studente. Kreativni nastavnik nikada nije zadovoljan svojim znanjem te korigira svoj rad i razvija stvaralačke sposobnosti svojih učenika.

Ključne riječi: kreativnost, kreativna nastava, obrazovanje

Improving Creativity in Higher Education Study

Creativity as an individual process can be defined through several definitions. From a societal perspective, creativity is a key condition for the survival of communities. Consequently, one of important areas in which creativity leaves a significant mark is the teaching process, which is why it is constantly encouraged among students and teachers. The process of creative thinking of every individual is expressed in several phases. The creative activity of teachers is influenced by physiological, psychological, social, and pedagogical reasons. With better qualifications and wider teaching experience, teachers can be more creative and influence students in a creative way. As one of the most important tasks of contemporary teaching process, creativity is expressed as a skill, but also as a professional competence. In order to improve creativity, it is important to set up and develop an education system which is oriented towards students. A creative teacher is never satisfied with their knowledge and therefore improves their work and develops creative abilities of the students.

Key words: creativity, creative teaching process, education

Pomen človeškega in strukturnega kapitala za uspešno poslovanje podjetij

Človeški in strukturni kapital, ki ga številni avtorji imenujejo tudi intelektualni kapital, predstavlja skupaj s finančnim kapitalom tržno vrednost podjetja. Intelektualni kapital pa v zadnjem obdobju postaja najpomembnejše sredstvo, s katerim lahko konkuriramo na mednarodnem trgu. Zavedati se namreč moramo, da investicije v človeški kapital omogočajo uspešno poslovanje in rast podjetij ter da strukturni kapital v podjetjih skupaj z organizacijsko klimo prispeva k boljšemu in hitrejšemu zadovoljstvu zaposlenih in lastnikov podjetij. Tokovi intelektualnega kapitala so pomembni, saj gre za spreminjanje tega kapitala v finančnega, ki je eno izmed najpomembnejših meril poslovanja podjetij. Intelektualni kapital pa je seveda pomemben tudi pri preučevanju podjetij, ko to poteka z mehкими dejavniki, kot so zadovoljstvo zaposlenih, motivacija, pripadnost podjetju.

Ključne besede: človeški kapital, strukturni kapital, intelektualni kapital, podjetja, uspešnost poslovanja

Importance of Human Capital and Structural Capital for the Successful Management of Companies

Human and structural capital are believed to be the intellectual capital by many authors, which along with financial capital represent the market value of a company. In the last few years the intellectual capital has become the most important means of competition on the international market. It is crucial to remember that investments in human capital enable a successful management and development of companies, while structural capital in companies along with the organisational atmosphere contributes to a better and faster satisfaction of both employees and owners of such companies. Trends of the intellectual capital are important because it is being changed into financial capital, which is one of the most vital measures of company management. It is obvious that the intellectual capital is also important for the analysis of companies when such analysis is carried out by mild factors, such as the satisfaction of employees, their motivation and loyalty to the company.

Key words: human capital, structural capital, trends of intellectual capital, companies, successful management

Dr. Bisera Karanović

Visoka poslovna škola PAR, Rijeka

Dr. Goran Karanović

Fakultet za menadžment u turizmu i ugostiteljstvu, Opatija

Utjecaj EU na integraciju trgovinskih tokova Zapadnog Balkana

Ranija istraživanja pokazuju da je EU integracija imala pozitivne efekte na konvergenciju trgovinskih tokova između zemalja kandidata i trgovinskog bloka Europske unije. Ovaj rad razmatra učinke članstva u EU na zemlje zapadnog Balkana u odnosu na njihove trgovinske obrasce te volumen trgovine. Empirijska analiza obuhvaća razdoblje od najmanje deset godine prije ulaska u Europsku uniju do danas, a uključuje sadašnje EU članice, ranije barem djelomično identificirane kao dio Balkana, poput Slovenije, Bugarske, Rumunjske i Hrvatske, kao i sadašnje zemlje EU-kandidati: Srbija, Crna Gora i Makedonija. Rezultati korelacione analize pokazuju da je proces integracije intenziviran, i ukoliko se novi ekonomski potresi ne pojave, nastaviti će putanju konvergencije i u buduću.

Ključne besede: integracija, trgovina, zapadni Balkan, EU

The Influence of EU on Western Balkan Trade Flow Integration

Past researches show that the European Union integration has had positive effects on trade flow convergence between the candidate country and the EU trading block. This paper examines the effects of the EU membership on Western Balkan countries in regards to their trade patterns and trade volume. The empirical analysis spans over a period of at least a decade prior to joining the European Union until present and includes the current EU members, formerly at least partially identified as Balkan, such as Slovenia, Bulgaria, Romania and Croatia, as well as the current EU candidate countries: Serbia, Montenegro and Macedonia. The results of the correlation analysis show that the process of integration has been intensified and, unless further economic disruptions emerge, will continue on its convergence path in the future.

Key words: integration, trade, Western Balkan, EU

24 uporabnih komunikacijskih spretnosti za uspešno poslovanje

Ta članek preučuje nivo komunikacijskih spretnosti pri upravljanju človeških virov v vsakdanjem poslovnem komuniciranju. Učinkovito poslovno komuniciranje je nujno in je lahko neposreden pokazatelj ravni in kakovosti delovanja organizacije. Glavni cilj naloge je diagnosticiranje komunikacijskih spretnosti menedžerjev z različnih vodstvenih ravni v več mestih Republike Makedonije z drugačno organizacijsko in strukturo zasnovano. Prispevek izhaja iz predpostavke, da so komunikacijske spretnosti osnovni pogoj za dinamiko organizacijskih virov. Pri določanju višine in kakovosti komunikacijskih spretnosti uporabljamo spremenjen vprašalnik s 24-imi uporabnimi komunikacijskimi spretnostmi (primerjava komunikacijskih veščin med subjekti skupine) znanih avtorjev Davida Conrada in Roberta Newberryja, ker menita, da omogočajo uspešno poslovno komuniciranje. Predhodni rezultati kažejo visoko korelacijsko razmerje med ravno komunikacijskih sposobnosti menedžerjev z različnih ravni upravljanja ter individualno in organizacijsko uspešnostjo. Končni cilj prispevka je na osnovi rezultatov oblikovati niz komunikacijskih veščin, ki bi jih morali imeti vodje na različnih ravneh organizacije za njeno uspešno delovanje.

Ključne besede: komunikacijske spretnosti, človeški viri, poslovno komuniciranje

24 Useful Communication Skills for Successful Business

This paper examines the level of communication skills in the process of managing human resources in everyday business communication. Effective business communication is the "conditio sine qua non" and is a direct indicator for the level and quality of an organizational functioning. The basic subject of the paper is diagnosing the communication skills of managers from different management levels in a few cities in Macedonia with different organizational and structural placement. The paper starts at the basic assumption that the communication skills are the basic prerequisite for dynamics of the organizational resources. For determination of the level and quality of communication skills a modified questionnaire with 24 useful communication skills was used (Comparison of Communication Skill Importance Between Subject Groups) by authors David Conrad and Robert Newberry, because they assume that 24 skills influence a success in business communication. Preliminary results suggest high relative relation between the communication skills level of the managers from different management levels, the individual and organizational performance. The ultimate goal of the paper is using the research results to develop a set of communication skills every good manager should possess at different organizational levels on the road to success.

Key words: communication skills, human resources, business communication

Motivi primjene kreativnog računovodstva

Ako želimo da damo odgovor na pitanje prije svega šta je to »kreativno računovodstvo«, susrećemo se sa bezbroj definicija od raznih autora? Zajednički stav većine autora bi bio da je »kreativno računovodstvo«, prije svega primjenjivanje različitih metoda i postupaka koje imaju za cilj manipulisanje bilansnim pozicijama i njihovim vrijednostima prikazanim u finansijskim izvještajima a u svrhu ostvarenja različitih ciljeva. U svakom slučaju može se konstatovati da se radi u konačnosti o manipulisanju ciframa iskazanim u poslovnim računima. Ciljevi primjene »kreativnog računovodstva« mogu biti različiti, od onog kao što je smanjenje osnovice za porez ili prikazivanja veće dobiti u društvu i samim tim stvaranjem privlačnije slike za investitore, zatim ostvarenje bonusa, odnosno iskorišćenje opcija na akcije. »Kreativnim računovodstvom« se može stvoriti slika o zdravom preduzeću s ciljem lakšeg dobivanja poslova u odnosu na konkurenciju. Znači vještom primjenom »kreativnog računovodstva« može se uticati na visinu iskazane dobiti u preduzeću, odnosno bilans uspjeha, zatim na visinu neto imovine u preduzeću, odnosno na bilans stanja i visinu iskazane neto gotovine iz operativne aktivnosti. Treba istaći da »kreativno računovodstvo« može da bude u pozitivnom kontekstu gdje se podrazumijeva primjena pozitivnih računovodstvenih metoda koje su u okvirima računovodstvene i zakonske regulative kao i negativno »kreativno računovodstvo« koje podrazumijeva netačno finansijsko izvještavanje ili ne dozvoljene radnje koje ne proizilaze iz okvira računovodstvene i zakonske regulative.

Ključne reči: kreativno računovodstvo, finansijsko izveštavanje, načela finansijskog izveštavanja

Creative Accountancy Application Motives

Looking for the answer to the question what the creative accountancy is, we would find numerous definitions given by different authors. Joint position of all would be that the creative accountancy, first of all, represents the application of different methods and procedures aiming at manipulation of balance sheet positions and their values stated in financial reports in purpose of accomplishing different goals. Finally, it can be stated that the creative accountancy represents manipulation of the values in the business accounts. Application goals can differ from decreasing the tax base and modifying the statement of higher profits of the company to creating a more attractive picture for the investors to the bonus realization i.e. use of action options. Creative accountancy can be used to create a picture of healthy company aiming at gaining better deals than the other competitors. In other words, a skilled application of the creative accountancy can affect the amount of stated profit of the company, i. e. the income sheet, the net amount of business property, i. e. the balance sheet and the stated net cash amount from the operational activities. It should be emphasized that creative accountancy can be taken in positive context if applied with positive accountancy methods within the legal and accounting regulations. However, it could be taken in negative context as well if it supports an incorrect financial reporting or taking illegal actions outside the legal and accounting regulations.

Key words: creative accountancy, financial reporting, principles of financial reporting

Uloga ljudskih potencijala u upravljanju promjenama

Suvremeno poslovanje, posebno u uvjetima globalizacije, obilježeno je velikim promjenama koje mogu negativno utjecati, ali i koje mogu stvoriti nove prilike za postizanje konkurentske pozicije na tržištu. Organizacijama postaje jasno da su ljudi, tj. zaposlenici najvažniji faktor na koji će se promjene odraziti. Uspješno savladavanje i usvajanje promjena u organizaciji, s ciljem poboljšanja poslovnih procesa, mora početi upravo od zaposlenika, koje je potrebno educirati i pritom ublažiti stresno razdoblje prilikom provođenja promjena. Postoje različiti modeli i aktivnosti koji nositeljima promjena mogu olakšavaju njihovo izvođenje. Uloga uspješnog upravljanja ljudskim potencijalima prilikom provođenja promjena ključ je uspjeha svake organizacije. Kako bi menadžeri uspješno proveli promjenu, moraju razumijeti faze koje se javljaju kod zaposlenika kada je potrebno provesti neku promjenu. Iz prethodno navedenih razloga, u radu se identificiraju i definiraju promjene koje mogu utjecati na organizacije, a posebno na njihove zaposlenike te se pojašnjava njihova uloga u kontekstu upravljanja promjenama.

Ključne riječi: organizacija, menadžment, ljudski potencijali, promjene, globalizacija

The Role of Human Resources in Change Management

Modern business, especially under conditions of globalization, is characterized by huge changes that may have a negative effect, but may also create new opportunities to achieve competitive advantage in the market. It has become obvious that people in the organization, i.e. its employees, are going to be affected by changes the most. Facing and dealing with changes in the organization efficiently, in order to improve the business processes, has to start with employees. They need to be educated and relieved of the stress caused by the implementation of changes. There are different models and activities that can be helpful in dealing with changes. Effective management of human resources is the key to success in any organization undergoing change. In order to implement changes successfully, managers must understand what occurs in employees' minds when changes need to be implemented. This is why this paper describes and defines changes that may have an impact on organizations, especially on their employees and it explains their role in change management.

Key words: organization, management, human resources, changes, globalization

Vpliv organizacijske klime na organizacijsko vedenje v samostojnem podjetju

Smo v času globalizacije in hitrih sprememb na političnem, gospodarskem, tehnološkem in kulturnem področju. Globalizacija prinaša veliko možnosti za razvoj in rast predvsem organizacijam, ki so sposobne v njej prepoznati nove izzive. Poleg nove tehnologije so za organizacijo zelo pomembni tudi dobro motivirani, zavzeti, ustrezno usposobljeni in izobraženi zaposleni. Razliko med uspehom in neuspehom, med odličnostjo in povprečnostjo delajo le zaposleni, ki so navdihnjeni, zavzeti in motivirani. Zaposleni s svojim delom in vedenjem v svojem delovnem okolju ustvarjajo določeno ozračje oziroma klimo, ki zelo vpliva na zadovoljstvo zaposlenih in uspešnost poslovanja. Če organizacija pozna klimo, ki vlada med zaposlenimi, lahko izvaja ukrepe, ki vodijo k njenemu izboljšanju, s tem pa tudi k večji učinkovitosti, uspešnosti in konkurenčnosti organizacije. Namen prispevka je s pomočjo kvantitativne empirične raziskave ugotoviti vpliv organizacijske klime na organizacijsko vedenje v podjetju Inženiring in storitve v gradbeništvu Stane Kocjan, s. p., ter predstaviti ugotovitve raziskave.

Ključne besede: organizacijska klima, organizacijsko vedenje, zadovoljstvo zaposlenih, uspešnost organizacije

The Organisational Atmosphere Influencing Organisational Behaviour in an Enterprise

We are in the era of globalization and rapid changes in political, economic, technological and cultural fields. Globalization brings many opportunities for development and growth, especially for organisations that are able to identify new challenges of globalization. For the organisations, in addition to new technologies, well-motivated, dedicated, properly trained and educated employees are also very important. The difference between success and failure, between excellence and mediocrity is defined by the employees, who are inspired, committed and motivated. Employees create a certain atmosphere or climate through their work and behaviour in their working environment, which can influence the employee satisfaction and their business performance. If the enterprise recognizes the working atmosphere, which exists among the employees, measures can be implemented in order to improve the general atmosphere which leads to greater efficiency, effectiveness and competitiveness of the enterprise. The purpose of this paper is employing a quantitative empirical research to determine the impact of organisational atmosphere on organisational behaviour in the enterprise "Inženiring in storitve v gradbeništvu Stane Kocjan, s. p." and to present the research findings.

Key words: organisational atmosphere, dimension of the organisational atmosphere, organisational behaviour, employee satisfaction, successfulness of the enterprise

Mobing

Dandanes se zaposlenim v gospodarstvu dogaja vse več krivic. Hitro spreminjajoče se okolje in stanje gospodarstva vplivata na prevlado podjetij na trgu, zato se konkurenca opazno zaostrejuje. Delodajalci izbirajo in želijo obdržati le najboljše, zase nemoteče delavce, moteče pa poskušajo brez usmiljenja spraviti s poti. Iz tako napetih situacij se razvijejo dejanja, ki kršijo tako moralna kot tudi zakonska pravila v družbi. Mobing je ena takšnih krivic, ki pa se pojavlja vse pogosteje in prizadene vse več delavcev. Gre za pojav nasilja na delovnem mestu, v katerem svojo moč zlorablja posameznik ali skupina, ki negativno vpliva na nasprotnika in ga želi izriniti iz delovnega okolja. Definicija pravi, da gre za psihično in/ali čustveno nasilje v obliki trpinčenja, ki se odraža v agresivnem vedenju na različnih hierarhičnih ravneh v organizaciji. Namen prispevka je teoretično predstaviti pojem mobing in praktično raziskati ter prikazati izkušnje anketirancev ob pojavu mobinga. Izvedeti želimo, s kakšnimi pojavnimi oblikami se srečujejo in kakšne posledice po njihovem mnenju nosi tako organizacija kot posameznik.

Ključne besede: mobing, trpinčenje, psihično nasilje, fizično nasilje

Mobbing

Nowadays we are witnessing more and more injustices towards the employees. Surroundings and the condition of the economy are rapidly changing, affecting companies' dominance on the market. Employers are choosing to keep only the best and efficient workers, ruthlessly getting rid of those that are inefficient by their criteria. Such intense situations create actions that break not only moral but also legal rules of the society. Mobbing is one of such injustices, emerging with increasing frequency, affecting lots of workers. This phenomenon of violence in the workplace is used by an individual or a group abusing their power to have a negative impact on their opponent, trying to push him or her out of their working environment. Definition says mobbing is about a physical and/or emotional violence in form of maltreatment which is shown in aggressive behaviour on different levels of the hierarchy within the company. The purpose of this article is to theoretically present the concept and to practically research and show experiences of all interviewees. We want to learn about what forms of mobbing they are dealing with and their opinion on what consequences expects the organization and each individual in case of mobbing.

Key words: mobbing, maltreatment, psychological violence, physical violence

Pravična trgovina – spodbujevalec trajnostnega razvoja

Liberalizacija trgovine in globalizacija povečujeta produktivnost in povprečni življenjski standard ljudi ter omogočata potrošnikom večjo izbiro izdelkov in storitev. Hkrati pa poglobljata razlike med razvitimi in nerazvitimi deželami. Pravična trgovina je alternativa obstoječemu sistemu. Prizadeva si odpraviti nesorazmerja v mednarodni trgovini s tem, da deprivilegiranim, marginaliziranim skupinam iz ekonomsko manj razvitih dežel omogoča neposredni dostop do mednarodnega trga. Zagotavlja jim pravično ceno, ki ne odraža le resničnih stroškov njihove proizvodnje in dela, pač pa omogoča tudi družbeno pravično in okoljsko sprejemljivo proizvodnjo. Pri tem je bistveno spoznanje, da ne gre za »pomoč« nerazvitim delom sveta, ampak za princip obstoja vseh. V prispevku predstavljamo koncept pravične trgovine, njeno zgodovino in razvoj, načela in standarde, ki jo opredeljujejo, s poudarkom na njenem prispevku k trajnostnemu razvoju. Če pravična trgovina drugod po Evropi že dosega visoko raven prepoznavnosti in uveljavljenosti, se je pri nas šele dobro začela razvijati. Odprta vprašanja so: kako razširiti trg izdelkov pravične trgovine, kako ozavestiti čim večje število potrošnikov in kako to zavedanje prenesti v nakupno obnašanje.

Ključne besede: globalizacija, pravična trgovina, trajnostni razvoj, trženje, mednarodna trgovina

Fair Trade – Promotor of Sustainable Development

Free trade and globalization are increasing productivity and average living standard of people and enable a wider choice of products and services for consumers. At the same time, they deepen the differences between developed and undeveloped countries. Fair trade is an alternative to the existing system. It seeks to eliminate inequalities in international trade so that allows underprivileged, marginalized groups from less developed countries to directly access the international market. The movement for fair trade ensures the marginalized producers to get a fair price, which does not only reflect the true cost of their production and labour, but it also enables a socially fair and an environmentally friendly production. It is essential to recognize that it is by no means a sort of "help" to the undeveloped countries of the world, but it is the principle of the existence of all. The paper presents the concept of fair trade, its history and development, principles and standards defined by enabling consistent identification, with an emphasis on its contribution to the sustainable development. If fair trade has already reached a high level of visibility and dispersion elsewhere in Europe, it is at the beginning of the development in our country. Open questions are how to expand the market of fair trade products, how to raise the consumer awareness as much as possible and finally, how can this consciousness be transferred into a purchasing behaviour.

Key words: globalisation, fair trade, sustainable development, marketing, international trade

Potencijal ženskog poduzetništva u globalnom kontekstu

Sukladno definiciji korištenoj za potrebe predstavljanja ovog rada, globalizacija je nastajanje društvenih odnosa izazvanih udaljenom komunikacijom, gubitkom moći i ovlasti nacionalnih država, te proces uključivanja integracije nacionalnih gospodarstava u jedinstvenu svjetsku ekonomiju. Unutar globalnih gibanja pojavljuje se alternativni ekonomski pristup nazvan »nova ekonomija«. Radi se o konceptu poduzetničke ekonomije vezane uz privatni kapital a ne državu (Karadža, 2014.) Navedeno je moguća platforma za usaglašavanje ekonomske i feminističke paradigme u pokušaju prekoračivanja povijesnog raskola. Feministička paradigma se sastoji od seta teorija i akademskih disciplina čije je polazište premisa o nejednakom tretmanu žena unutar društva organiziranog po muškom principu. Radi se o asimetriji odnosa moći kroz podjelu rada temeljem spola sa smanjenom mogućnošću samoaktualizacije žena (Buzov, 2007). U svijetu suvremene ekonomije poduzetnik je ključna figura. Swedberg opisuje poduzetnika kao čovjeka koji je bez tuđe pomoći sposoban zaposliti i sebe i druge (Swedberg, 2006). U skladu sa navedenim, socio-mentalni profil poduzetnika ima veliki potencijal u razvoju mikro ekonomije. Moderna ekonomija traži dodatne oblike i potencijale iskorištavanje ljudskih resursa. S pozicija feminističke teorije, sposobnost žena je afirmirana, ali nije optimalno iskorištena premda je u porastu. Tu se otvara prostor za uspješno plasiranje žena poduzetnica globalno, ali posebice u zemljama sa gospodarskim problemima.

Ključne riječi: globalizacija, nova ekonomija, poduzetništvo, žensko poduzetništvo

The Potential of Women Entrepreneurship in the Global Context

According to the definition used for presenting this article, globalization is the emergence of social relations caused by remote communication, the loss of power and authority of nation states and what is the most important, a process involving integration of national economies into an integral world economy. Within the global movements, an alternative economic approach called the "new economy" appears. It is the concept of entrepreneurial economy related to the private capital and not the state (Karadža, 2014). This is a possible platform for the harmonization of economic and feminist paradigm in an attempt exceeding the historic disruption. Feminist paradigm consists of a set of theories and academic disciplines whose starting point is the premise about the unequal treatment of women within a society organized according to the male principle. It is the asymmetry of power relations through the division of labour by gender with reduced self-actualization of women (Buzov, 2007). In the world of modern economics, an entrepreneur is a key figure. Swedberg describes the entrepreneur as a person who is without assistance able to employ themselves and the others (Swedberg, 2006). Accordingly, social and mental profile of entrepreneurs has a great potential in the modern society, especially in the development of the micro-economics. Modern economics seeks additional forms and potential utilization of human resources. According to the position of feminist theory, and social practices in recent decades, the ability of women is well established, but not optimally utilized, although it is increasing. There is room for the successful placement of women entrepreneurs globally, but particularly in countries with economic problems.

Key words: globalization, new economy, entrepreneurship, women entrepreneurship

Vpliv pridobivanja in uporabe novega znanja na uspešnost organizacije

Konkurenčni položaj organizacij predvsem v visoko industrializiranih državah je odvisen od sposobnosti ustvariti dodano vrednost z znanjem, kar bo v prihodnosti še bolj odločilno. V ekonomiji znanja sta proizvodnja in distribucija informacij oz. znanja glavni vir premoženja organizacij. Zato njihova uspešnost vse bolj temelji na zaposlenih, ki s svojim znanjem, sposobnostmi, izkušnjami in pripravljenostjo za aktivno sodelovanje v poslovnih procesih prispevajo k temu, da organizacije učinkovito obvladujejo spremembe v okolju. Zaposleni so nosilci znanja in redka dobrina, ki pripomore k uspešnosti organizacij. Te pa ne morejo pričakovati, da bodo njihovim zaposlenim vse znanje posredovale izobraževalne inštitucije, ampak morajo za ustvarjanje, prenos in širjenje znanja poskrbeti tudi same. Zato v sodobnih organizacijah eno najpomembnejših vlog prevzema menedžment znanja, ki odločilno prispeva k njihovi uspešnosti in razvoju.

Ključne besede: znanje, družba znanja, uspešnost, organizacije, menedžment znanja

The Impact of Acquisition and Implementation of New Knowledge on Success of an Organisation

The competitive position of organizations, especially in highly industrialized countries depends on the ability to create an added value with knowledge, which will be even more decisive in the future. In the knowledge economy, production and distribution of information and knowledge is the major source of an organization's asset. Therefore, the performance of organizations is increasingly based on employees with their knowledge, skills, experience and willingness to actively participate in business processes, contributing to an effective management of changes in the organizational environment. Employees are responsible for knowledge and are adding a rare value, which constitutes the foundation of the organization's success. Successful organizations cannot expect that all their employees will acquire knowledge by educational institutions, but also need to create, transfer and expand the knowledge themselves. Accordingly, in modern and successful organizations, one of the most important role is given to the knowledge management, which decisively contributes to the success and development of the organization.

Key words: knowledge, knowledge society, the success of an organization, knowledge management

Razlogi za nakup v trgovini

V prispevku predstavljamo teoretična izhodišča o trgovinskem poslovanju in nakupnem vedenju kupcev. Prikazali bomo rezultate ankete na vzorcu 690 anketirancev. Predpostavljali smo, da je lokacija oziroma bližina trgovine najpogostejši razlog za nakup v njej, da večina žensk kupuje s kuponi ugodnosti (popusti, akcijske cene) in da večina moških ne kupuje v trgovinah s kuponi ugodnosti (popusti, akcijske cene). V raziskavi smo se omejili na trgovine na drobno, kot so Interspar/Spar, Mercator, Tuš, Lidl, Hofer, Jager in Eurospin. Podatke bomo obdelali s pomočjo SPSS programa, za urejanje podatkov pa bomo uporabili Excel.

Ključne besede: trgovine, nakupi, vedenje porabnikov

Reasons for Buying in the Store

In the paper we present the theoretical starting points for commercial business and purchase behaviour of customers. The results presented were gained with a survey and a sample of 690 respondents. We assumed that the most common reason to buy in the certain store is its location and its proximity, that most women purchase goods with coupons (discounts, sale prices) and that most men do not use coupons for buying (discounts, sale prices). We limited our research to retail stores, such as Interspar/Spar, Mercator, Tuš, Lidl, Hofer, Jager and Eurospin. The data will be processed using the SPSS program, for editing, we will use Excel.

Key words: shop, purchases, consumer behaviour

Kreativnost - trošak ili investicija moderne EU

Vrijeme brzih globalnih promjena u 21. vijeku zahtijeva ozbiljan i svestran pristup fenomenu ljudskih resursa. Identitet globalnih procesa karakterističan je brzim razvojem informacionih tehnologija, koje u biti mijenjaju život gotovo svakog pojedinca. Zato se koncept kreativnog ljudskog resursa posmatra u cjelini (intelektualni i socio-emocionalni) i u kontekstu savremenog društva EU. Znanje, odnosno intelektualni kapital i motivacija, emocionalna inteligencija i samoefikasnost, postaju sve važniji resurs kojim se ostvaruje neposredan višak vrijednosti. Time se kvalitetno pojačava efikasnost pojedinca, na što ukazuju rezultati empirijske studije (Krmeta, 2010). U strategiji razvoja modernog društva EU, ljudski kapital se posmatra kao investicija a ne trošak. Kreativnost, kao bitna sposobnost efikasnog pojedinca, postaje uslov zauzimanja bolje i kvalitetnije pozicije u pridruživanju i kreiranju racionalnog odnosa prema EU.

Ključne riječi: kreativnost, investicija, ljudski resurs, EU

Creativity - Cost or Investment of the Modern EU

A time of rapid global change in the 21st century requires a serious and versatile approach to the phenomenon of human resources. The identity of the global process has been accelerated by the rapid development of information technology, which essentially changes the life of almost any individual. Hence, the concept of creative human resources is viewed as comprehensive (intellectual, socio-emotional), as well as in the context of a contemporary EU society. Knowledge, or the intellectual capital and motivation respectively, emotional intelligence and self-efficiency are becoming more and more important resources, which are used to implement the direct surplus value. It also serves as the quality enhancement of the efficiency of the individual, which leads us to the results of the research (Krmeta, 2010). In the strategic development of modern society in the EU, the human capital is viewed as an investment, not an expense. Creativity, as an important ability of the individual, is becoming a condition for better and quality positions in associating and creation of a rational relationship to the EU.

Key words: creativity, investment, human resources, EU

Inovativne aktivnosti kao faktor konkurentnosti zemalja Zapadnog Balkana

Inovacije su veoma važan preduslov unapređenja nacionalne konkurentnosti u savremenim uslovima. Svrha ovog rada je ispitivanje uticaja inovativnih aktivnosti na konkurentnost zemalja zapadnog Balkana. Istraživanje je realizovano primenom metoda regresione analize. Rezultati istraživanja ukazuju na kritične indikatore inovativnih aktivnosti koji imaju negativan uticaj na konkurentnost zemalja zapadnog Balkana. Na ovaj način, istraživanje pruža preporuke kreatorima inovacione politike u zemljama zapadnog Balkana u smislu kritičnih faktora inovacionih aktivnosti koji moraju biti unapređeni u budućem periodu.

Ključne reči: inovacije, konkurentnost, zemlje zapadnog Balkana

Innovation Activities as a Factor of Competitiveness in the Western Balkan Countries

Innovations are a very important prerequisite for improving national competitiveness in modern conditions. The purpose of this paper is to explore the impact of innovation activities on the competitiveness in the Western Balkan countries. The research has been performed by the method of regression analysis. The research results point to critical indicators of innovation activities that have a negative influence on the competitiveness of the Western Balkan countries. Accordingly, this research suggests some recommendations to the innovation policy makers in the Western Balkan countries in terms of the innovation activities being a critical factor which needs to be improved in the future period.

Key words: innovation, competitiveness, Western Balkan countries

Dr. Sebastian Lahajnar

BPMLAB Ljubljana

Dr. Alenka Rožanec

Visoka šola za upravljanje in poslovanje Novo mesto

Model za evalvacijo metodologij za menedžment poslovnih procesov

Organizacije se vse bolj zavedajo pomena celovite obravnave in obvladovanja poslovnih procesov, zato v svoje poslovanje vse pogosteje uvajajo tehnike in izkušnje s področja menedžmenta poslovnih procesov. Več neuspešnih projektov v preteklosti je pokazalo, da je za uvajanje prvin menedžmenta poslovnih procesov potrebna preudarnost, postopnost in dobro zamišljen, organizaciji prilagojen metodološki pristop. Dandanes na področju menedžmenta poslovnih procesov obstajajo številni bolj ali manj uveljavljeni pristopi in poraja se vprašanje, katerega izmed njih izbrati. Namen prispevka je opredeliti večparametrski odločitveni model za ocenjevanje metodologij za menedžment poslovnih procesov z uporabo kvalitativnega večparametrskega odločitvenega pristopa (metoda DEX) in ga uporabiti pri evalvaciji ogrodja za menedžment poslovnih procesov 7FE BPM.

Ključne besede: menedžment, poslovni procesi, metodologije, odločitveni modeli

A Model for Evaluation of the Business Processes Management Methodologies

Organizations are increasingly aware of the importance of a comprehensive treatment and management of their business processes, so they are introducing techniques and practices from the field of business process management. Several unsuccessful projects in the past have shown that the introduction of the business process management elements demands prudence, gradualness and well-conceived methodological approach. Today there are numerous more or less well-established approaches to the business process management and the question arises, which to choose. The purpose of this paper is to define a multi-attribute decision model for assessing the business processes management methodologies by using a qualitative multi-attribute decision approach (method DEX) and to test it for an evaluation of the business process management framework, called 7FE BPM.

Key words: business process management, methodologies, multi-attribute decision models

Intelektualni, človeški in socialni kapital v organizacijah

Intelektualni kapital postaja vse bolj pomemben v delovnih organizacijah in je celo substitut za fizična sredstva. Tako lahko delovna sredstva, ki pomenijo izdatke za podjetje, nadomestimo z znanjem, novimi idejami, inovativnostjo ljudi. Na ta način povečamo dodano vrednost podjetja, izdelkov in zmanjšamo stroške za modernizacijo poslovanja. Naloga organizacij je, da v zaposlenih prepoznajo in pravilno usmerjajo človeški kapital, kajti znanje, inovativnost in motiviranost so v današnjih časih velike konkurenčne prednosti. V podjetja je treba dodati tudi pravilno mero socialnega kapitala, ker medsebojno zaupanje in sodelovanje omogoča doseganje ciljev. Cilj organizacij je tudi uvedba interakcije človeškega in socialnega kapitala, kajti le skupaj dosegata želene učinke pri ustvarjanju dodane vrednosti in tvorbi intelektualnega kapitala.

Ključne besede: intelektualni kapital, človeški kapital, socialni kapital, dodana vrednost

Intellectual, Human and Social Capital in Organizations

Intellectual capital is becoming increasingly important in work organizations and it is even a substitute for physical assets. The work resources, which represent expenses for the company, can be replaced with knowledge, new ideas and innovative people. In this way, we can increase the added value of the company, products and reduce costs for the modernization of business. The organization's task is to identify and properly direct the human capital of the employees, because the knowledge, innovation and motivation are nowadays a major competitive advantage. A proper amount of social capital is required to be added to the company, since the mutual trust and cooperation actually enables the achieving of goals. The aim of the organization is also deploying the interaction of human and social capital, because only together they can produce the desired effects in creating added value and forming the intellectual capital.

Key words: intellectual capital, human capital, social capital, added value

Globalizacija raziskav na področju zdravstvene nege starostnika

Interdisciplinarnost in mednarodno povezovanje sta na področju raziskav pomembna temelja uspešnega, prepoznavnega in inovativnega raziskovalnega dela. Zdravstvena nega je interdisciplinarno raziskovalno področje na presečišču zdravstvenih in socialnih ved. Cilji globalizacije raziskovanja na področju zdravstvene nege starostnika so pridobivanje boljših rezultatov, večja dostopnost in vidnost raziskovalnega dela ter prenos teoretičnega znanja v prakso. Da bi preučili, kako se spreminja trend mednarodnega povezovanja pri raziskavah na področju zdravstvene nege starostnika, smo analizirali objave s tega področja v obdobju 1999-2014. Zajeli smo objave v bazi WOS (Web of Science) in jih analizirali glede na število sodelujočih držav po kategorijah (raziskovalnih področjih). Analiza objav je pokazala, da narašča zlasti število prispevkov iz evropskih in azijskih držav. Več je tudi takih, kjer so soavtorji iz različnih držav, kar kaže na težnjo po globalizaciji raziskav. V preučevanem obdobju je v WOS opazen porast objav v revijah iz različnih kategorij, kar pomeni, da gre pogosteje za interdisciplinarno raziskavo.

Ključne besede: raziskave, zdravstvena nega, gerontologija, mednarodno povezovanje, interdisciplinarnost, financiranje

The Globalization of Research in the Field of Nursing Care of the Elderly

Interdisciplinary and international networking are important bases for a successful, recognizable and innovative research. Nursing research is at the intersection of health and social sciences. Globalization of research in the field of nursing care of the elderly contributes to a higher quality of the research, accessibility of the research and the transfer of theoretical knowledge into practice. To examine the trend of international integration of research in the field of nursing care of the elderly, we analysed the scientific publications in this field, over the period from 1999 to 2014. We analysed publications in the database WOS (Web of Science) in terms of the number of participating countries and categories (research areas). The analysis showed that the number of scientific publications is growing, especially contributions of authors from the European and Asian countries. The increase of the number and percentage of contributions, where co-authors are from different countries, is reflecting the trend of globalization of research. Also, an increased trend of publishing in journals from different categories of WOS can be observed, reflecting the increase in the interdisciplinary research.

Key words: research in nursing, gerontological nursing care, international networking, interdisciplinarity, research funding

Age management – suvremeni pristupi upravljanja starosti

Age management predstavlja veoma aktualnu i bitnu komponentu menadžmenta koji je zadužen za brigu i upravljanje ljudskim potencijalima. Usklađivanje radnika tj. članova organizacije koji nisu istih dobnih skupina, briga o njihovim karijerama i suzbijanje diskriminacije na račun godina starosti članova potaklo je brojne autore za detaljne i precizne razrade mnogih autora, a koja je svoje korijene ostavila u najrazvijenijim zemljama svijeta i Europske unije, te se rapidno proširila zahvaljujući globalizaciji i otvorenim tržištima na sve ostale. Briga o zaposlenima i njihovo sinkroniziranje raznim pristupima i načinima predstavlja osnovicu za ono glavno; skladan i konstantan opstanak, rast i razvoj organizacije u ovom iznimno dinamičnom i turbulentnom razdoblju.

Ključne riječi: dob, radnik, karijera, učenje, usklađivanje

Age Management - Contemporary Age Management Approaches

Age management represents a highly important and actual component of the management responsible for human resources. Synchronization of workers (members of organization) of different age groups, taking care about their careers and suppression of age discrimination became a part of a precise elaboration for many authors. The roots of that idea are to be found in the World's most developed countries, including the European Union, and it is rapidly expanding to other countries due to the globalization and international markets. Care for the employees and their synchronization by using different tools and approaches makes the basis for the existence, growth and development of an organization.

Key words: age, worker, career, learning, synchronization

Na znanju zasnovana družba in kompetence študentov o evropskih integracijah

Prispevek opiše, kako krepiti EU kompetence študentov in učiteljev, in to prikaže na primeru poletne šole v obliki modula o evropskih integracijah. Projekt je potekal v obdobju 2010-2013 kot večplastno strukturiran proces: domišljen je bil njegov koncept, pristop je upošteval obstoječe stanje, analizirane so bile študije primerov, izvedena so bila posvetovanja v razredu in po spletu, s profesorji na delavnicah projekta Jean Monnet in na delavnicah, ki so jih imeli študentje z drugimi profesorji šole, bilten, ki so ga pripravili študentje, pa je služil še kot pomembna povratna informacija ter dokument za širjenje informacij in znanja. Izvedena so bila tudi posvetovanja z različnimi udeleženci na okroglih mizah in ekskurzije v gospodarske organizacije. Glavni cilj projekta Jean Monnet je bil doprinos k boljšemu razumevanju sistema Evropske unije, procesov, ki potekajo, informacije o tem, katere kompetence o evropskih integracijah so najpomembnejše, da lahko razumemo politiko EU, prioritete in ukrepe Strategije Evropa 2020, njihovo financiranje in učenje udeležencev, kako pripraviti in izpeljati lasten projekt. Prikazana je primerjava kompetenc Evropskih integracij, ki so priporočene v programu modula Tuning and Syllabus, po katerem je potekala poletna šola. Ta je zdaj postal pomemben zgled za razvoj kompetenc in veščin EU in nam lahko pomaga pri pripravi programov na prvi, drugi in tretji stopnji bolonjskega študija.

Ključne besede: kompetence, Evropska strategija 2020, moduli, študij, evropske integracije, bolonjski študij

Knowledge Based Economy and Competences of Students about the European Integration

The paper describes the empowerment of students and professors with the European competences during the three years running summer school as a module about the European Integration studies. The project was carried out between 2010-2013, following a structured process: conceptual mapping, case study analysis, in-class and on-line consultations with Jean Monnet professors and the workshops of the school professors; the bulletin, prepared by the students - served also as feedback and dissemination of knowledge and information; there were also consultation with different participants at the round tables and excursions to business organizations. Activities were done within the Jean Monnet programme, of which the overall aim was to contribute to the better understanding of the European Union system and processes, informing about which European integration competences are essential to understand the European Union policies, the EU 2020 strategy priorities and measures, their funding and learning participants how to prepare and implement their own projects. The paper portrays a comparison of the European integrations, being recommended in the Tuning and Syllabus module, which was the basis of the summer school programme. It has now become an important model for developing competences and skills of the EU and can be of much help in preparing the study programmes of the first, second and third level of the Bologna study process.

Key words: competences, Europe 2020 Strategy, European integration studies module, Bologna study process

Heterodokсни pogledi na povijest i rezultate globalizacije

U ovom članku autor opisuje ranije oblike i vrste globalizacije, počevši od širenja carstva Aleksandra Makedonskog, preko Rimskog carstva, Napoleonovog carstva do globalizacije neoliberalnog kapitalizma koncem 20. i na početku 21. stoljeća. Nakon toga, autor daje pregled kritičkih pogleda na globalizaciju neoliberalizma. On opisuje poglede teoretičara iz konkurentskih i heterodoksnih škola mišljenja, kao što su F. List, Joseph Stiglitz, Branko Horvat, John Gray, Jože Mencinger, Philip Mirowski, Zvonimir Baletić, Jovan Dušanić i drugi. Autor zaključuje da neoliberalna koncepcija globalizacije i neoliberalna konstrukcija ekonomskog sistema u malim zemljama EU imaju dosta nedostataka. Oni su jedan važan i zapostavljen uzrok ekonomske krize u malim zemljama, kao što su Slovenija i Hrvatska. U traženju izlaza iz sadašnje ekonomske krize znanstvenici, političari, makroekonomski menedžeri i poslovni ljudi trebaju više koristiti povijesni pristup, povijesnu svijest te pristupe i znanja iz heterodoksnih škola mišljenja, kao što su historijska škola, keynesijanizam, marksizam i institucionalizam.

Ključne riječi: globalizacija, povijest ekonomske misli, neoliberalna škola, heterodokсне škole mišljenja, ekonomska kriza

Heterodox Views on the History and Results of Globalization

In this article, the author describes the earlier forms and types of globalization, beginning with the expansion of the empire of Alexander the Great, through the Roman and the Napoleonic Empires to the globalization of neoliberal capitalism at the end of the 20th and early 21st century. Thereafter, he provides an overview of critical views of the neoliberal globalization. He describes the views of theorists from competing and heterodox schools of thought, such as F. List, Joseph Stiglitz, Branko Horvat, John Gray, Jože Mencinger, Philip Mirowski, Zvonimir Baletić, Jovan Dušanić and others. The author concludes that the neoliberal concept of globalization and the neoliberal construction of the economic system in the European Union have considerable drawbacks. They form one of the vital, yet overlooked causes of the economic crisis in the small countries of the Balkans, such as Slovenia and Croatia. In search of a way out of the current economic crisis, scholars, politicians, macroeconomic managers and business people must make a greater use of the historical approach, historical awareness and the approaches and expertise offered by heterodox schools of thought, such as the historical school, Keynesianism, Marxism and institutionalism.

Key words: globalization, history of economic thought, neoliberal school, heterodox schools of thought, economic crisis

Mag. Kristina Miševa

Pravni fakultet Univerziteta »Goce Delčev«, Štip

Dr. Ljupčo Davčev

Ekonomski fakultet Univerziteta »Goce Delčev«, Štip

Aktualni oblik menadžiranja sistema zdravstvene zaštite u R. Makedoniji

Zaštita i unapređenje javnog zdravlja je ključan segment svaka moderna društveno - ekonomska zajednica. Uloga institucionalne organizacije svake zajednice je da uspostavi fleksibilan zdravstvenog sistema koji efektivno i efikasno funkcioniše i usoglašava mreže primarne, sekundarne i tercijarne zdravstvene zaštite, mreže javnog zdravlja i hitnu pomoć. Cilj rada je da se ispita efektivnost i efikasnost mreže sekundarnog nivoa zdravstvene zaštite osobito bolničke aktivnosti t.j. bolničke zdravstvene delatnosti u istočnom delom Republike Makedonije. Naime, dali načina i oblik upravljanja zdravstvenih ustanova može doprineti jačanju organizacije ili ometa dostignuće u zadovoljavanju osnovnih aktivnosti za koje su zasnovane. Poseban deo ovog rada fokusira na finansiranje javnog zdravstvenog sistema, što je osnovno sredstvo za promovisanje ili ometanje u funkcionisanje celokupnog zdravstvenog sistema.

Ključne reči: javno zdravstvo, zdravstvena zaštita, menadžment, legislativa, finansijske izveštaje

The Current form of Managing the Healthcare System in R. Macedonia

The protection and promotion of public healthcare is a crucial segment of any modern socio-economic community. The role of the format of an institutional organization of each community is to set up a flexible healthcare system that effectively and efficiently works by harmonizing the network of primary, secondary and tertiary healthcare, the network for public health and emergency healthcare. The aim of the paper is to examine the effectiveness and efficiency of the network of secondary healthcare level, particularly the hospital activity, especially hospital healthcare activity in the eastern region of the Republic of Macedonia. Namely, whether the manner and form of the management of healthcare institutions can contribute to strengthening of the organization or if it obstructs the achievements in meeting the basic activities for which they have been founded. A special part of this paper focuses on financing the public healthcare system as an essential tool for promoting or hindering the function of the entire healthcare system.

Key words: public healthcare, health protection, management, legislation, financial reports

Prevođenje i kulturološka komunikacija

Autor ističe značaj prevoda sa stranih jezika na konkretni materij u obrazovnim sistemima zemalja koje, poštujući globalizacijske procese, bogate vrednosti duhovne, kreativne i imaginativne kulture jezika cilja. Ključna reč u prevođenju je reč koja nosi određeno značenje putem kojeg čitalac dolazi do određenih saznanja o realnim događajima i situacijama prikazanim u raznovrsnim žanrovima originalnog jezika. U tom cilju ukazaćemo na ulogu institucija kulture u prevođenju engleskog romana za decu i mlade sa engleskog na srpski jezik.

Ključne reči: prevođenje, kultura, jezik, komunikacija, recipijent

Translation and Cultural Communication

The author emphasizes the importance of translation from foreign languages to a concrete mother tongue in educational systems of the countries which, respecting globalization processes, increase the values of spiritual, creative and imaginative culture of the target language. The key word in translation is the word that carries a certain meaning by which a reader finds out about the real events and situations presented in various genres of the original language. Keeping this in mind, we will point out the role of institution of culture in translating the English novel for children and young people from English to Serbian language.

Key words: translation, culture, language, communication, recipient

Privredni rast u EU u kontekstu izazova globalizacije istraživanja i razvoja

Dvadesetprvi vek donosi rast proizvodnje u industrijama baziranim na inovacijama. Proizvodnja znanja je postala globalna industrija. Zauzvrat, globalna konkurencija, posebno u sektorima proizvodnje roba i usluga bazirana na inovacijama i znanju, kontinuirano je delovala na rast tražnje za ovim resursom. Zapravo, u toku je neviđana utakmica najmoćnijih igrača u oblastima kao što su energetika, biofarmacija, novi materijali i elektronika, bez presedana u dosadašnjoj ljudskoj istoriji. U ovoj utakmici, uključeno je mnoštvo subjekata na različitim geografskim destinacijama na kojima se realizuju aktivnosti istraživanja i razvoja. Taj široki krug obuhvata privatne kompanije, konsultantske agencije, državne laboratorije, univerzitete. Sve te organizacije se takmiče u nalaženju što bržih i efikasnijih puteva komercijalne valorizacije inovacija širom sveta. U svetlu takvih refleksija, a imajući u vidu trendove u ekonomskom rastu EU, SAD, Japana i jednog broja brzorazvijajućih zemalja Azije, nameće se pitanje da li je moguće sa investicijama u istraživanje i razvoj od 3 % BDP-a u cilju transformacija inovativnih ideja u proizvode i usluge, koliko previđa strategija »Evropa 2020« moguće ne postati najinovativnija privreda na karaju ove decenije, već održati relativnu poziciju na globalnom planu.

Ključne reči: globalizacija, konkurentnost, istraživanje i razvoj, Evropa 2020

Economic Growth in EU in the Context of the Globalization of R&D Challenges

The 21st century brings production growth in the industries based on innovation. The production of knowledge has become a global industry. In return, global competition, particularly in the sectors of production of goods and services, based on innovation and knowledge, continually operated on the growth of demand for this resource. In fact, we are witnessing the competitiveness of the most powerful players in areas such as energy, biopharmaceutics, new materials and electronics, being unprecedented in the human history. The game includes a multitude of subjects at different geographical locations where these activities of research and development are realized, consisting of a wide range of private companies, consulting agencies, government laboratories, and universities. All these organizations are competing in finding more rapid and effective pathways for commercial valorisation of innovation around the world. In light of these reflections, and bearing in mind the trends in economic growth in the EU, USA, Japan and a number of fast-growing countries in Asia, The question which arises is whether it is possible with the investment of the research and development of 3 % of GDP in order to transform innovative ideas into products and services, how much overlooked strategy "Europe 2020" can not become the most innovative economy at the end of this, but to maintain a relative position on the global scene.

Key words: globalization, competitiveness, research and development, Europe 2020

Professional Competences of Managers Managing Virtual Teams

The article is based on the assumption that in the age of the growing popularity of the execution of business tasks in a virtual form, the key challenge for the theory and practice of management is to learn the specifics of effective management of virtual teams. In the epistemological part of the article, the systematization of knowledge of the specifics of managing virtual teams and managerial competencies has been presented. The aim of the empirical part of the article is to find out opinions of managers managing virtual teams on which professional skills are essential for such a team to function effectively. Conclusions from the epistemological analysis and research led to the development of a competency profile of a candidate for a virtual team manager.

Key words: competences, virtual team, managerial competencies

Poklicne kompetence managerjev virtualnih timov

Članek temelji na predpostavki, da je v času naraščajoče priljubljenosti izvajanja poslovnih nalog v virtualni obliki, za teorijo in prakso upravljanja ključni izziv naučiti se specifične učinkovitega upravljanja virtualnih timov. V epistemološkem delu članka je predstavljena sistematika poznavanja specifične upravljanja virtualnega tima in vodstvene kompetence. Cilj empiričnega dela članka, pa je izvedeti mnenja managerjev virtualnih timov o tem, katere poklicne spretnosti so pomembne za delovanje takšnega tima. Sklepi iz epistemološke analize in empirične raziskave so privedli do razvoja kompetenčnega profila kandidata za vodjo virtualne ekipe.

Ključne besede: kompetence, virtualni timi, vodstvene kompetence

Comprehensive Assessment of the Effectiveness of Mergers and Acquisitions

The paper is analysing the relevant transactions in the Russian market of mergers and acquisitions according to their grouping efficiency. Methodical bases of evaluating the effectiveness of mergers and acquisitions, though in need of scientific understanding of a certain unification, are still represented by disparate approaches. In general, the scientific and practical environment assessment of the effectiveness of the integration is carried out using the following approaches: 1. The study of the dynamics of stock returns. 2. Analysis of the financial statements. 3. The interview with the managers who participate in mergers and acquisitions, based on conversations with managers on the results of the transaction. 4. Case studies. All these approaches have some drawbacks. Primarily, the first two approaches are based on the financial information being useful mainly for public companies. Secondly, the fuzzy set analysis period during which the effect of the transaction was expected. Lastly, evaluating the performance, one should consider the cost of the transaction. The effectiveness of integration should be viewed from different angles, as the use of any approach does not make the results complex enough. The indicators of performance of mergers and acquisitions can be summarized as follows: 1. Efficiency, 2. Effectiveness, 3. Innovative efficiency. The proposed system of indicators, firstly, expands our understanding of an effective transaction by analysing the effects of various kinds of integration. Secondly, it allows allocating transactions, which had a positive impact not only on the business owners, but also on the economy as a whole due to the emergence of innovation.

Key words: integration, mergers and acquisitions, effectiveness

Celovita ocena učinkovitosti združitvev in prevzemov

Prispevek analizira relevantne transakcije združitvev in prevzemov na ruskem trgu z vidika učinkovitosti njihovega združevanja. Metodike ocenjevanja učinkovitosti združitvev in prevzemov, čeprav potrebujejo znanstveno razumevanje združevanja, še vedno predstavljajo različne pristope. Na splošno znanstveno in praktično okolje oceno učinkovitosti vključevanja izvaja z uporabo naslednjih pristopov: 1. študija dinamike dobička delnic. 2. analiza računovodskih izkazov. 3. intervju z menedžerji, ki sodelujejo v združitvah in prevzemih, oz. na podlagi pogovorov z menedžerji o rezultatih poslovanja. 4. študije primerov. Vsi ti pristopi imajo nekaj pomanjkljivosti. Predvsem prva dva, ki temeljita na finančnih informacijah, uporabnih predvsem za javna podjetja. Drugič, nenatančna določitev obdobja za analizo, iz katere je bil rezultat pričakovan. Nazadnje, pri ocenjevanju uspešnosti je potrebno upoštevati še stroške transakcije. Učinkovitost povezovanja je treba obravnavati iz različnih zornih kotov, saj le z uporabo omenjenih pristopov rezultati niso dovolj kompleksni. Indikatorje uspešnosti združitvev in prevzemov je mogoče povzeti kot sledi: 1. učinkovitost, 2. efektivnost, 3. inovativna učinkovitost. Predlagani sistem indikatorjev, širi naše razumevanje učinkovitega poslovanja z analizo različnih tipov združevanja in omogoča dodelitev transakcij, ki pozitivno vplivajo ne le na lastnike podjetij, ampak tudi na gospodarstvo kot celoto, zaradi pojava inovacij.

Ključne besede: integracija, združitve in prevzemi, učinkovitost

Upravljanje kvalitetom univerzitetskog obrazovanja kroz samoevaluaciju

Reforma univerzitetskog obrazovanja koja je usledila potpisivanjem Bolonjske deklaracije za visoko obrazovanje je značila povećanje kompetitivnosti univerziteta, veću autonomiju u smislu preuzimanja odgovornosti i većeg angažovanja za sopstveni opstanak na tržištu obrazovanja. Sve veća konkurencija na tržištu znanja nužno znači i borbu za opstanak u kojoj se ne prilagođava promenama nego se njima upravlja. Kvalitet u prvom redu univerzitetu i fakultetima treba da obezbedi ne samo opstanak u vremenu promena nego i razvoj, kontinuiranu i korektivnu samoregulaciju kao rezultat stalne analize slabosti, snaga, prednosti i mogućnosti uz jasno opredeljenje čemu se teži i kuda se ide. Samokritička evaluacija i unapređenje kvaliteta daju osnov za jačanje svesti o sopstvenim snagama i sposobnostima. Zato je proces evaluacije u centru upravljanja kvalitetom, koja predstavlja proveravanje, kontrolu efikasnosti kroz niz etapa koje vode ka merama za poboljšanje i trajno unapređenje. Cilj ovog rada jeste da se ukaže na značaj samoevaluacije u upravljanju kvalitetom ali i na neke probleme u vezi sa složenim i višedimenzionalnim procesom kakav je samoevaluacija u praksi visokog obrazovanja danas.

Ključne reči: evaluacija, samoevaluacija, kvalitet, univerzitetsko obrazovanje, nastava, naučno-istraživački rad

Managing the Quality of University Education through Self-Evaluation

The reform of university education that followed the signing of the Bologna Declaration for higher education was meant to increase the competitiveness of universities and provide greater autonomy in terms of taking responsibility and being more engaged in one's own survival in the education market. Increased competitiveness in the knowledge market inevitably means the struggle for survival in which one does not adapt to changes, but manages them. Quality should not only guarantee the survival of universities and faculties in times of changes, but also their development and continuous and corrective self-regulation as the result of constant analysis of weaknesses, strengths, advantages and possibilities, with clearly defined objectives and ways to achieve them. Critical self-evaluation and quality improvement provide the basis for raising awareness of one's own strengths and abilities. Thus, the process of evaluation is in the centre of quality management, representing verification, control of efficiency through a sequence of stages that lead to measures for development and continuous improvement. From the standpoint of individual institutions/faculties, self-assessment/self-evaluation is the process that causes self-regulatory activities the purpose of which is quality improvement. The objective of this paper is to point out the importance of self-evaluation and quality management, but also of certain problems associated with a complex and multidimensional process, such as self-evaluation in modern higher education practice.

Key words: evaluation, self-evaluation, quality, university education, teaching, scientific research

Ocena kvaliteta investicionog i poslovnog okruženja u uslovima oporavka privrede Republike Srbije

U razvijenim zemljama nazire se oporavak privrede, budući da makroekonomski pokazatelji pokazuju tendenciju umerenog rasta. Ovakvo stanje se odražava i na manje razvijene zemlje, kakva je i Republika Srbija, ali da bi se ostvarili značajniji rezultati neophodne su obimnije i sveobuhvatnije mere države. Manje razvijenim zemljama svetska ekonomska kriza je samo dodatni problem, pored uobičajeno niskih ekonomskih rezultata. Zato su neophodne dublje mere koje će oživeti privredu, posebno u sektorima koji imaju potencijal za proizvodnju, zapošljavanje i izvoz, kako bi oni postali pokretači šireg razvoja privrede. Poznato je da se proizvodnja ne može povećati bez ulaganja, pa je zato osnovni zadatak da se paketom mera ekonomske politike stvori povoljno investiciono i poslovno okruženje koje bi privuklo strane direktne investicije. Usled toga, cilj ovog rada je da analizom konkurentske pozicije Republike Srbije doprinese oceni kvaliteta investicionog i poslovnog okruženja u uslovima oporavka od krize.

Ključne reči: investiciono i poslovno okruženje, oporavak privrede, Republika Srbija, konkurentnost

Quality Assessment of Investment and Business Environment in Terms of Economic Recovery of the Republic of Serbia

In developed countries an economic recovery is perceived, since the macroeconomic indicators show the tendency of moderate growth. This situation is also reflected in the less developed countries such as the Republic of Serbia, but more comprehensive and overall state measures are necessary in order to achieve some significant results. The World's economic crisis is just an additional problem for the less developed countries, besides their usual low economic performance. For that reason, a deeper measures are needed to revive the economy, particularly in sectors that have the potential for production, employment and exports, so that they become the driving force of a broader economic development. It is known that the production can not be increased without an investment, so the basic task is that the package of economic policy measures creates a favorable investment and business environment to attract direct foreign investments. Thereupon, by analyzing the competitive position of the Republic of Serbia, the aim of this paper is to contribute to the quality assessment of the investment and business environment in terms of recovery from the crisis.

Key words: investment and business environment, economic recovery, the Republic of Serbia, competitiveness

The Significance of Transaction Costs in the Measurement of Balance Credit Liabilities

In the last years, the banking sector has experienced a number of significant changes in terms of liabilities measurement from credits, loans and securities emission, because of their positions in bank assets. The new regulation in financial accounting, which has been in practice since 2005, introduce an amortized cost method at effective interest rate to the measurement of credits and others. The following paper is devoted to the problem of including transaction costs into the credit measurement. The paper particularly points out the influence of transaction costs clearance on the bank's final activity results. Transaction costs constitute a very important and not entirely explored area of economics. Their existence could be attributed to imperfect information as well as limited human cognitive abilities and human error. Transaction costs occur on the market level (friction of market forces) and in the business as managerial costs.

Key words: credit liabilities, amortized cost method, effective interest rate

Pomen transakcijskih stroškov na področju merjenja bilance kreditnih obveznosti

V zadnjih letih je bančni sektor doživel številne pomembne spremembe v na področju merjenja obveznosti iz naslova kreditov, posojil in vrednostnih papirjev, zaradi pozicije le-teh v bančnih sredstvih. Nova uredba finančnega računovodstva, ki je v praksi od leta 2005, predstavlja amortizirano stroškovno metodo z efektivno obrestno mero za merjenje kreditov in ostalih obveznosti. Prispevek obravnava problem vključevanja transakcijskih stroškov v merjenje kreditov in zlasti poudarja vpliv izbrisa transakcijskih stroškov na končne rezultate dejavnosti banke. Transakcijski stroški pomenijo zelo pomembno in še ne povsem raziskano področje ekonomike. Njihov pojav lahko pripišemo nepopolnim informacijam kot tudi omejenemu znanju zaposlenim in napakam pri delu. Transakcijski stroški se pojavljajo na ravni trga (trenje tržnih sil) in v poslovanjih kot vodstveni stroški.

Gljučne besede: kreditne obveznosti, amortizirana stroškovna metoda, efektivna obrestna

Etika i plagijarizam na javnom univerzitetu

Cilj ovog rada je da se da ukaže na domene, razloge i posljedice ispoljavanja neetičnih ponašanja na javnom univerzitetu u Republici Srpskoj. Polazna hipoteza je da je opšti sistem vrijednosti siromašnog društva u tranziciji ključna determinanta etike i sistema vrijednosti na univerzitetu. Narušavanje univerzalnih etičkih načela i standarda akademske zajednice, vidimo kao jedan od ključnih uzroka višegodišnjeg nazadovanja javnih univerziteta i lošu poziciju na rejting listama univerziteta u svijetu. Istraživanje je zasnovano na neposrednom direktnom posmatranju, aktivnoj participaciji kao i na osnovu više »survey« istraživanja sprovedenih među studentima i nastavnicima Univerziteta u Istočnom Sarajevu. Neetična ponašanja se pojavljuju u vidu raširenog plagijatorstva među asistentima, nastavnicima i studentima, kršenju zakona, nepoštovanja prava intelektualne svojine, autoritativnog i neetičnog koncepta menadžmenta, patronaže i drugog. Nejkakva pravna država i raširena korupcija utiču na to da se zakonske odredbe koje se odnose na plagijarizam ne uvažavaju. Slabi kontrolni mehanizmi od strane državnih nadzornih organa i javnosti to omogućuju. Javni univerziteti imaju relativno kratku tradiciju. Zato lokalne tradicije, kultura, običaji i ideologije direktno determinišu etiku i moral na Univerzitetu koji nisu u skladu sa izvornom idejom Univerziteta. Takvo okruženje onemogućava dosledno poštovanje etičkih i drugih pisanih i nepisanih pravila u sferi visokog obrazovanja.

Ključne riječi: javni univerzitet, plagijarizam, univerzitetska etika, menadžment univerziteta

Ethics and Plagiarism at the Public University

The main objective of this paper is to point out the areas, reasons and consequences of the manifestation of an unethical behaviour at a public university in the Republic of Srpska. The premise is that the general value system of a poor society in transition is the key determinant of ethics and value system of the university. Violation of the universal ethical principles and standards of the academic community has been seen as one of the key causes of backsetting public universities for many years and of achieving bad position on the rating list of universities in the world. The study was based on a direct observation, active participation and on several surveys research conducted among students and teachers at the University of East Sarajevo. Unethical behaviour occurring in the form of widespread plagiarism among assistants, teachers and students, violations of the law, disrespect of intellectual property rights, authoritative and unethical management concept, patronage and other. Weak rule of law and widespread corruption affect the statutory provisions for plagiarism. The weak control mechanisms of the state supervisory authorities and the public allow such behaviour. Public universities have a relatively short tradition. Therefore, local traditions, culture, customs and ideologies directly determines the ethics and morals of the universities that are not in line with the original idea of the university. Such an environment prevents the strict following of ethical and other written and unwritten rules in the field of higher education.

Key words: public university, plagiarism, university ethics, university management

Upravljanje raznolikosti zaposlenih

Danes je za mnoga slovenska podjetja prepoznavanje raznolikosti zaposlenih neznanka in se namesto tega ravna jo še po sistemu iz časov bivše Jugoslavije. Raznolikost zaposlenih vidimo že pri prepoznavanju človeških virov v kadrovskih procesih, potrebnih za učinkovito ravnanje z zaposlenimi in njihovimi sposobnostmi. Sestavni del tega predstavljajo tudi karierna sidra, ki so zelo pomembna za določanje posameznikovega razvoja v podjetju. Tretji sklop upravljanja raznolikosti zaposlenih pa definiramo s temperamenti, ki kažejo na posameznikove lastnosti. V poslovnem svetu tako lažje dodelimo delovna mesta in posamezne naloge določenim temperamentom, s tem pa izboljšamo poslovni proces v posameznem podjetju.

Ključne besede: človeški viri, karierna sidra, temperamenti

Managing the Employees' Diversity

Today, many Slovenian companies have difficulties to define and recognize the diversity of employees and instead they are still using the system from the times of former Yugoslavia. The diversity of employees can be seen in the recognizing human resources, necessary for an effective management of employees and their abilities. An integral part of the process represent career anchors themselves, which are very important in determining an individual's development in the company. The third set of the management of employees diversity is defined by temperament, pointing to individual characteristics. In the world of business we can accordingly assign different jobs as well as individual tasks to different temperaments and therefore improve the company's business process.

Key words: human resources, career anchors, temperaments

Pogled mladih na korupcijo

Korupcija je obstajala, obstaja in bo obstajala. Pomembno je, v kakšnem obsegu in kje se izvaja. Zakaj mladi in korupcija? Zato ker predstavljajo visok odstotek populacije v državi, so hitri v učenju in delovanju, so pogosto prezrti in ponujajo priložnost za preoblikovanje norm v slovenski družbi. Kako bodo mladi izrinili korupcijo iz družbe in se izognili slabim praksam, če je korupcija tako vpeta v današnji tok življenja? Najbolj znana oblika korupcije je podkupovanje, pri katerem razlikujemo dajanje in jemanje podkupnine. Korupcijo pa prav tako predstavljajo pojavi, kot so nepotizem, »zveze in poznanstva«. Ker je Slovenija vsako leto višje uvrščena na lestvici korupcije, bi se morali bolj posvetiti boju proti korupciji in ozavestiti mlade o načinih preprečevanja korupcije in kakšne posledice ima le-ta za delovanje države. Namen prispevka je s pomočjo empirične raziskave in strokovne literature predstaviti pogled mladih na področje korupcije, analizirati njen obseg ter predstaviti ukrepe, ki bi jo lahko zajezili.

Ključne besede: mladi, korupcija, podkupovanje, etika, zakonodaja

The Aspect of Young People on Corruption

Corruption has happened, is happening and will happen. It is important to what extent, where and to whom. Why young people and corruption? Because they represent a high number of population in the country, are fast in learning in operating, however, often ignored, nevertheless offering an opportunity to transform the norms in Slovenian society. How will young people push corruption out of the society and avoid bad practices, if corruption is embedded in the stream of the everyday life? The best known form of corruption is bribery in which we distinguish giving and taking bribes. Corruption is also represented by other phenomena, such as nepotism, "connections and acquaintances". Since Slovenia annually ranks worse in the field of corruption, a lot more should be done in fighting against it and awareness about the ways how it could be prevented among young people raised, including informing about the consequences of corruption for functioning of the government. The purpose of this paper is to present the views of young people on the corruption, analyse the problem of corruption and present actions to limit this problem, by using an empirical research and professional literature.

Key words: youth, corruption, bribery, ethics, law

Globalizacija i menadžerska poslovna etika

Ovaj rad govori o razvoju procesa globalizacije, njenom značenju u pozitivnom i negativnom aspektu razvoja gospodarstva, ulozi menadžmenta i poslovne etike. Globalizam je svako djelovanje usmjereno prema shvaćanju »svijeta kao cjeline«. U tom shvaćanju globalizacije najznačajniji aspekt je neupitno njen ekonomski aspekt u kojem menadžeri poslovnim etikom nastoje što učinkovitije djelovati u procesu globalizacije. Svaki čin ponašanja u privatnom i poslovnom životu posjeduje i određenu etičku, moralnu dimenziju. Etičnost poslovanja i menadžment sve više zauzimaju mjesta u raspravama, na znanstvenim skupovima, ali i u konkretnoj praksi. Poslovna etika je grana opće etike i kao takva vrednuje ispravno i neispravno u poslovnom svijetu, a proizlazi iz praktične primjene etike u ekonomiji. Menadžerska etika je u normativnom smislu znanost o pravilnom postupanju i odlučivanju menadžera u onim pitanjima u kojima orijentiranost na ekonomske motive nije dovoljna. Menadžerska etika je etika osobnosti. Svrha ovog rada je skrenuti pozornost na važnost menadžerske etike u razvoju našeg gospodarstva u procesu globalizacije.

Ključne riječi: globalizacija, menadžment, poslovna etika

Globalization and Managerial Business Ethics

This paper concentrates upon globalization process development, its negative and positive implications in the context of economy development, the role of management and business ethics. Globalization is each action aimed at understanding the "world as a whole". On that note, the most important aspect is its economic aspect in which managers use business ethics to increase their efficiency in the globalization process. Both business and private aspects of one's behaviour contain an ethical and a moral dimension. Business ethics and management take their place in debates and science conferences, as well as in practice. Business ethics is a part of the general ethics and as such measures the rights and wrongs in the business world while emerging from the practical implementation of ethics in economy. Managerial ethics is a science on manager's correct decision-making in situations when focus on economic motives is not enough. Managerial ethics is the ethics of personality. The aim of this paper is to focus the attention to the importance of managerial ethics in the development of our economy during the globalization process.

Key words: globalization, management, business ethics

Globalizacija i njen utjecaj na obrazovanje odraslih

Globalizacija je društvena, ekonomska, politička i kulturna činjenica suvremenog društva, totalni fenomen. Osnovni aspekti globalizacije su ekonomski odnosi koji se razvijaju između zemalja i sve više čine okvir drugačijem odnosu prema obrazovanju s posebnim naglaskom na obrazovanje odrasli – andragogiju. Globalne razvojne koncepcije i strategije ekonomskog razvoja gospodarstva zahtijevaju i odgovarajuće promjene u pojmu obrazovanja posebno kad se govori o odrasloj populaciji – obrazovanju odraslih, koji u nju unose svoje životno i radno iskustvo. Posljednjih se godina u našoj znanstvenoj i stručnoj literaturi ekonomskog razvoja sve više naglašava potreba formalnog, neformalnog i informalnog obrazovanja u kontekstu cjeloživotnog učenja. Andragogija je grana pedagoške znanosti koja se bavi obrazovanjem i izobrazbom odrasle osoba u raznovrsnim organiziranim oblicima i na osobit metodički način. Važeći sustav obrazovanja odraslih u Hrvatskoj nije primjeren koncepciji cjeloživotnog sustava odgoja i obrazovanja, kojemu je bit povezivanje pojedinih segmenata (stupnjeva obrazovanja) u jedinstven sustav obrazovanja. Obrazovanje odraslih osoba u europskim visokorazvijenim državama usmjereno je na trajno stručno usavršavanje, što se može postići formalnim, neformalnim obrazovanjem, samoobrazovanjem, informalnim učenjem. U radu će se iznijeti nekoliko bitnih pokazatelja iz područja obrazovanja odraslih u ekonomskom području.

Ključne riječi: odrasla osoba, andragogija, obrazovanje, iskustvo, cjeloživotno učenje

Globalisation and Its Impact on Adult Education

Globalization is a social, economic, political and cultural fact of the modern society - a total phenomenon. Basic aspects of globalization are the relations between countries forming a frame for different approach to education, focusing a special emphasis on adult education – andragogy. Global developmental concepts and economic growth strategies demand complementary changes in the very understanding of education when concerning the adults that invest their work and life experience. Scientific and professional literature has been putting an emphasis on formal, informal and non-formal education in the lifelong learning context over the last couple of years. Andragogy is a discipline within pedagogy that deals with adult education in various organizational forms according to a specific methodology. Croatian education system is not compatible with the concept of lifelong learning and education at this moment. The concept itself implies connecting segments and levels of education into a unique education system. Adult education in highly developed European countries concentrates upon longlasting professional education achieved through formal and non-formal education, self-education and informal learning. This paper will show important indicators of adult education in the field of economy.

Key words: adults, andragogy, education, experience, lifelong learning

Millenialsi i visoko obrazovanje

Sadašnja generacija studenata, poznata u svijetu kao Millennials, navela je sveučilišta na globalnoj razini da razmotre dosadašnji način pružanja obrazovanja i usluga i stvaranja zajednica. Tehnologija i socijalni mediji snažno utječu na Millennials i oni imaju visoka očekivanja glede individualiziranih usluga. Tome treba dodati njihov fokus na odnose s vršnjacima, inovaciju i multikulturalizam. Nastavnici se često pitaju kako kapitalizirati kreativnost Millennialsa i njihovu potrebu za povezivanjem. Veleučilište Baltazar iniciralo je nekoliko projekata koji uključuju prepletenu nastavu, on-line učenje i kreiranje on-line zajednica. Paralelno s analizom programa koje nudi, Veleučilište Baltazar će se angažirati u akcijskom istraživanju o potrebama i navikama učenja Millennialsa. Ta će se saznanja usporediti s planiranim i istraživanim ishodima učenja u svrhu unapređenja programa i obrazovanja nastavnika. U ovom radu se razvija prva faza akcijskog istraživanja koja se sastoji od istraživanja literature o relevantnim globalnim odlikama Millennialsa i prikazuju pristupačni podaci o Millennials u veleučilištu Baltazar.

Ključne riječi: millennials, visoko obrazovanje, edukacijski programi

Millenials and University Education

The current generation of students, worldwide known as the Millennials, have caused the university campuses globally to reconsider the way they provide education, services and create community. The Millennials are strongly influenced by technology, social media, and have high expectations for individualized services. All this has to be connected with their focus on peer-relationships, innovation and multiculturalism. Teachers often wonder how to capitalize their creativity and their need for connections. University of Applied Sciences Balthazar initiated a number of projects that involve blended learning, on-line learning and creating on-line communities. In parallel to the analyses of programmes offered by UAS Baltazar as part of preparations for future accreditations and reaccreditations of current and new programmes, UAS Baltazar will be engaged in an action research about needs and learning habits of Millennials. In the future, the research will be cross-referenced with the planned and investigated course outcomes with the purpose of improvement of programmes and teacher capacity building. In this paper, the first phase of the action research is being developed, consisting of literature research on global characteristics of Millennials, relevant for the education process and accessible data on Millennials in UAS Balthazar.

Key words: Millennials, higher education, education programmes

Naučni časopisi kao izvori usavršavanja nastavnika i studenata

Autor rada značajnu pažnju poklanja naučnim izvorima u cilju primene inovacija u ukupnom obrazovnom sistemu na primerima naučnih časopisa kao nezaobilaznih izvora informacija, ne samo u permanentnom usavršavanju, već i u koncipiranju drugačijih (od tradicijskih) modela obrazovnih procesa na evropskom prostoru i šire. Uočavanjem elemenata tehnološke modernizacije nastave, učenja, studiranja, korisnici uočavaju promene u društvu i obrazovanju, ne samo teorijskim pristupom, već stvaralaštvom čime se postiže efikasnost, razvoj karijere, potraga za materijalnim, kulturnim i društvenim životom. Potvrdu prisustva naučnih časopisa u osnovnim školama i na fakultetima predstavlja istraživanje koje ćemo sprovesti i u vezi s tim izvesti zaključke i predloge.

Ključne reči: naučni časopisi, izvori, usavršavanje, nastavnici, studenti

Scientific Magazines as Sources of Teachers' and Students' Specialization

The author of this paper pays a considerable attention to scientific sources with the aim to apply innovations in an overall educational system based on the examples of scientific magazines as inevitable sources of information, not only in permanent specialization, but in conceptualizing different (from traditional) models of educational processes in Europe and broader area. By noticing the elements of technological modernization of teaching, learning and studying, the users notice changes in society and education, not only by theoretical approach, but by creation which provides efficiency, career development, search for material, cultural and social life. The confirmation of presence of scientific magazines in primary schools and faculties can be found in the research that we will conduct and accordingly, we will make conclusions and suggestions.

Key words: scientific magazines, sources, specialization, teachers, students

Sistem zdravstvene zaštite Srbije u procesu globalizacije

Globalizacija predstavlja izvor dispariteta označavajući istovremeno globalni prosperitet, ali i krizu na svetskom nivou. Njene negativne reperkusije odrazile su se na svedruštvene entitete pa i sistem zdravstvene zaštite Srbije. Rad predstavlja sublimaciju osnovnih postavki sistema zdravstvene zaštite u Srbiji kroz prikaz njegove zakonske regulative, strukture i organizacije; ističući problematiku usklađivanja rastućih zahteva za uslugama i ograničenih finansijskih kapaciteta. Značajan deo rada posvećen je prikazu reformskih rešenja sadržanih u društvenoj strategiji održivog razvoja ovog sistema. Zdravstveni sektor u Srbiji opterećen je porastom potrošnje usled starenja stanovništva, nedostatka kapitalnih investicija i izdataka za nove tehnologije. Razvijanje intersektorske javnozdravstvene politike, klasterizacija poslovnih subjekata, podizanje kvaliteta visokog obrazovanja, racionalizacija postojećih resursa i adekvatna zakonska regulativa su strateška rešenja kojima se treba posvetiti u cilju postizanja uslova za održivi razvoj.

Ključne reči: sistem zdravstvene zaštite, globalizacija, reforme

Healthcare System in Globalization Process in Serbia

Globalization represents a source of disparities simultaneously with global progress, but also a worldwide crisis. Its negative repercussions have reflected on every social entity as well as on the healthcare system in Serbia. The work represents a sublimation of basic assumptions of healthcare system in Serbia by showing its legislation, structure and organisation, pointing out the problems of harmonization of on growing demand for services and limited financial capacities. Significant part of the study is directed towards presentation of reformed solutions embedded in social strategy of sustainable development of the system. Healthcare sector in Serbia is burdened with increasing expenses due to the ageing of population, lack of capital investments and expenses for new technologies. Development of cross-sector public healthcare policy, clustering of business subjects, raising the quality of academic education, rationalisation of available resources and appropriate legislature are all strategical solutions that lead to creation of suitable environment for sustainable development.

Key words: healthcare system, globalization, reforms

Organizacijska energija visokošolskih zavodov za kakovostno delo v globalnem okolju

Organizacije, kjer se ukvarjajo s pravim upravljanjem človeškega kapitala, so uspešnejše in bolj zaželeni na trgu dela kot pa tiste, ki tega še niso usvojile. Gre za to, da so organizacije začele dajati prednost posameznikovim željam, sposobnostim in čustvom ter v svojih zaposlenih iskati presežke. Tako so izboljšale energijo vsakega posameznika, s tem pa tudi skupno organizacijsko energijo. V vsaki organizaciji razlikujemo štiri značilna energijska stanja (udobna inertnost, ravnodušna inertnost, razjedajoča/korozivna energija in produktivna/ustvarjalna energija), ki se med seboj prepletajo. V prispevku predstavljamo mnenja visokošolskih učiteljev in sodelavcev iz različnih držav o tem, kakšna energija prevladuje v njihovem visokošolskem zavodu. Ugotovili smo, da v njihovem delovnem okolju prevladuje produktivna energija. Zavedajo se, da dobra organizacijska energija še ne pomeni uspešno opravljenega dela, vendar pa uspešno opravljeno delo vsekakor povzroča dobro skupinsko energijo, dekani pa lahko s kakovostnim vodenjem, strateškimi usmeritvami, prepričanjem o uspehu, zavezanostjo in sodelovanjem odločujoče vplivajo na ustvarjanje pozitivne organizacijske energije.

Ključne besede: organizacijska energija, visokošolski učitelji in sodelavci, visokošolski zavodi

Organizational Energy in Higher Education Institutions for High Quality Work in the Global Environment

Organizations dealing with the proper human capital management, are said to be more effective and wanted in the labour market than those without the genuine experience in this sort of management. Namely, organizations have started to prioritize the individual's needs, abilities and feelings and looking for surpluses in their employees. Consequently, they have improved the energy of each individual as well as the collective organizational energy. Each organization comprises four different organizational energy zones (Comfort Zone, Resignation Zone, Corrosion Zone, Productive Zone), which are, of course, intertwined. In the paper, we are presenting opinions of teachers in higher education institutions and colleagues from different countries about which energy zone is prevalent in their institution. We have found out that their working environment is dominated by productive energy. They are aware that good organizational energy does not necessarily mean successfully accomplished work, however, they also realize that a well-performed work definitely leads to stronger collective force and good group energy; a quality management, strategic orientations, belief in success, commitment and participation of their deans can strongly influence the creation of the positive organizational energy.

Key words: organizational energy, higher education, teachers and colleagues, higher education institutions

Ekonomski aspekt globalizacije i tranzicije

Upravljanje efektima globalnih promena kroz tranziciju ka održivoj ekonomiji zahteva uspostavljanje integrativnih veza i odnosa sa okruženjem. Cilj ovog rada je da ukaže na prirodu veze između globalizacije i tranzicije na primeru grupe zemalja Jugoistočne Evrope. Naglašavanjem ekonomskog aspekta tranzicije i globalizacije pokušaćemo da uspostavimo funkcionalnu vezu između ovih procesa. Ocena tranzicionog napretka grupe zemalja vršena je na osnovu šest tranzicionih indikatora u periodu od 2004. do 2014. godine. U cilju utvrđivanja veličine jaza u stepenu globalizovanosti analiziranih zemalja korišćen je indeks odstupanja globalizacije od proseka regiona.

Ključne reči: globalizacija, indeks globalizacije, tranzicija, tranzicioni indikatori

The Economic Aspects of Globalization and Transition

Managing the effects of global changes through the transition to sustainable economy requires the establishment of integrative links and relationships with the environment. The aim of this paper is to show the nature of the relationship between globalization and the transition to the case of a group of countries of Southeast Europe. Emphasizing the economic aspect of transition and globalization, we will try to establish a functional relationship between these processes. Assessment of the progress of the transition group of countries was done on the basis of six indicators in the transitional period 2004 - 2014. In order to determine the size of the globalized gap in analysed countries, we used variations of globalization index from the regional average.

Key words: globalization, index of globalization, transition, transition indicators

Kulturna i moralna dimenzija obrazovanja temelj budućeg društva

Etnička raznovrsnost sveta u kome živimo zahteva formiranje svestrane, tolerantne, humane i duboko moralne ličnosti. Obrazovanjem, kao važnim resursom savremenog društva, dosad se nedovoljno insistiralo na podsticajnom i humanom okruženju u kome bi svako ispoljio sebe, ali i imao osećaj za druge. Primat obrazovnih zadataka dosadašnjeg vaspitno-obrazovnog sistema većine zemalja u okruženju, narušio je vaspitnu dimenziju škole, a samim tim doprineo nastanku konfliktnog miljea u kome su problemi nerazumevanja i nemoralnog postupanja česti. Učiti živeti zajedno, imati osećaj za potrebe drugih, negovati želju za upoznavanjem i prihvatanjem različitosti, otkrivanjem i usvajanjem kulturnih vrednosti ostalih naroda, uz razvijanje individualnih sposobnosti i očuvanje ličnog identiteta, temeljni su zadaci obrazovanja u 21. veku. U radu ističemo mogućnosti književnog dela u negovanju potrebe za upoznavanjem kulture, tradicije i istorije drugih naroda, razumevanju različitosti i usvajanju tradicionalnih moralnih vrednosti na kojima bi trebalo da počiva društvo budućnosti. Na primeru narodne bajke o čudesnom prstenu razmotrićemo složene odnose među likovima, mogućnosti razvijanja tolerantnog ponašanja i duboko moralnog postupanja sa ciljem da istaknemo vrednost empatije, humanosti i altruizama kao ključnih osobina koje nedostaju mladom biću danas.

Ključne reči: obrazovanje, kulturna i moralna dimenzija, književno delo, različitost, mladi, buduće društvo

Cultural and Moral Dimension of Education – Foundation of a Future Society

Ethnic diversity of the world we live in demands formation of a versatile, tolerant, humane and deep moral personality. So far, education, as an important resource of modern society, has not insisted sufficiently on a stimulating and humane environment where no one would just express themselves, but also care about others. The primacy of the present pedagogical-educational system in the surrounding countries disturbed pedagogical dimension of school, therefore it contributed to creation of a conflict milieu where the problems of misunderstanding and immoral actions are often. Learning to live together, to care about the needs of others, to cherish the desire for knowing and accepting differences, discovering and accepting cultural values of other nations, including developing abilities and keeping personal identity, are the essential tasks of education in the 21st century. This paper highlights the possibilities of a literary creation to cherish the need for knowing the culture, tradition and history of other nations, to understand differences and acquire traditional moral values that the future society should be based on. Considering the example of the folk fairy-tale about a miraculous ring we will consider the complex relationships among characters, the possibilities of developing a tolerant behaviour and deep moral actions with the aim to emphasize the value of empathy, humanness and altruism as the key characteristics that a young human being misses today.

Key words: education, cultural and moral dimension, literary creation, diversity, young people, future society

Od invencije i inovacije do brenda

Inovacije su bile i biće predmet izučavanja u različitim kontekstima (kroz tehnološke inovacije, unapređenje prodaje, društvene i socijalne sisteme, ekonomski razvoj, preko političkih struktura) samog pojma i performansi kojima vode. Teorijski posmatrano, pojmovno odredište inovacije leži u ideji i novini kao zametcima iz kojih se razvija nova vrednost. Suštinski posmatrano, inovacija kao pojava odražava većitu ljudsku borbu i potrebu za nečim novim, boljim, svrsishodnijim, ... za nekom uzvišenijom i potpunijom vrednošću. Istorijski gledano, sa porastom potreba i prohteva ljudi, širi se i delokrug inoviranja. U savremenim uslovima poslovanja, kompanije se okreću ka sve većem stepenu zadovoljavanja potreba svojih potrošača, predviđajući ali i na neki način kreirajući njihove potrebe. Brend predstavlja odnos između kreiranog proizvoda (inovacije) i potrošača, i njegova uspešnost upravo zavisi od njih – šta oni znaju, misle i osećaju prema brendu. Marketing i brend menadžeri savremenih kompanija svoje napore moraju da usmeravaju ka razvoju efikasnih strategija pozicioniranja svojih brendova, kao i da nastoje da oblikuju elemente marketing miksa na način da podržavaju realizaciju marketing strategije. Sve navedene aktivnosti, kao svoju polaznu tačku treba da imaju potrošača – identifikovanje njegovih želja, potreba i očekivanja, procenu percepcija, stavova i osećanja, i nastojanje da se zadovolje bolje, brže i više od konkurencije.

Ključne reči: brend, inovativnost, novi proizvod, marketing, tržište

From Invention and Innovation to the Brand

Innovation has been and will be the subject of studies in different contexts (through technological innovation, sales promotion, public and social systems, economic development, through political structures) of an idea itself and the leading performances. In theory, the conceptual innovation destination lies within the idea and innovation as embryos that create a new value. Essentially, innovation as a phenomenon reflects the eternal human struggle and need for something new, better, more meaningful, etc. For a greater and more complete value. Historically, with the increase of the needs and desires of people, the scope and innovation has been expanding as well. In today's business environment, companies are turning towards greater degree of satisfying the needs of its customers, anticipating but somehow creating their needs. Brand represents the relationship between the created product (innovation) and consumers, and its success depends on just one of them - what they know, think and feel about the brand. Marketing and brand managers of today, need to direct their efforts towards the development of effective strategies for positioning their brands and strive to shape the elements of the marketing mix in a way to support the implementation of the marketing strategy. All of these activities, as its starting point, they need to have a consumer - identifying his wishes, needs and expectations, assessing perceptions, attitudes and feelings, and endeavour to satisfy better, faster and longer than their competition.

Key words: brand, innovation, new product marketing, market

Dr. Majda Tafra

Visoka škola za poslovanje i upravljanje s pravom javnosti »Baltazar Adam Krčelić« Zaprešić

Mag. Romana John

Univerza Dubrovnik

Mag. Nikol Jelčić

Univerza Zagreb

Korporativne vrijednosti i društveno odgovorno poslovanje

Kompanije i institucije su danas suočene s brzo mijenjajućim okolišem kojeg definiraju snage kao što su digitalno mrežna revolucija, realnost globalne ekonomije i porast broja novih dionika. Da bi organizacije kontrolirale svoj identitet i vrijednosni temelj, suočavaju se s četiri ključna izazova: definiranje i aktivacija ključnih vrijednosti u novim uvjetima, upravljanje integriranim višedioničkim odnosima, osnaživanje ljudi sposobnostima i vještinama novih medija i alata, te svjesna izgradnja i upravljanje povjerenjem. To je srž Modela izgradnje povjerenja za aktiviranje korporativnog karaktera i autentičnog zagovaranja koji je publiciran kao rezultat ekstenzivnog istraživanja koje je provelo Arthur W. Page Society u Sjedinjenim državama. U nastavku, model je testiran u dvadeset i pet Fortune 50 kompanija da bi se istražila uloga vrijednosti u razvijanju korporativnog karaktera. Rezultate tog testiranja ovdje primjenjujemo u različitom, nacionalnom kontekstu. Stepence u definiranju, aktiviranju i prožimanju vrijednosti unutar kompanija koje je definiralo istraživanje Arthur W. Page Society istražuju se na uzorku pet hrvatskih kompanija dobitnika nagrade Indeksa DOP-a koju dodjeljuje Hrvatska gospodarska komora. To je kvalitativno istraživanje s ciljem da se mapira odnos aktiviranja vrijednosti odgovornog biznisa i djelovanja na planu održivosti mjenjenog indeksom društvene odgovornosti.

Ključne riječi: korporativni karakter, korporativne vrijednosti, povjerenje, društveno odgovorno poslovanje, održivost

Corporate Values and Corporate Social Responsibility

Companies and institutions today are confronting a rapidly changing environment, shaped by forces as the digital network revolution, reality of the global economy and the rise of a number of new stakeholders. In order for organizations to control their identities and value propositions, they have to face the four key challenges: definition and activation of core values in new ways; management of integrated, multi-stakeholder relationships; people empowerment with "new media" skills and tools and conscious building and managing trust. This is the Building Belief Model for Activating Corporate Character and Authentic Advocacy, which had been published as a result of an extensive global research by Arthur W. Page Society in the USA. As a follow up, the model was tested among twenty-five Fortune 50 companies to explore the role of values in developing the corporate character. These results are applied here in a different, national context. Steps to define, activate and align values across their enterprises as outlined by the Arthur W. Page research, are investigated on a sample of five Croatian companies, winners of the Award in Corporate Social Responsibility awarded by the Croatian Chamber of Commerce. It is a qualitative research aiming to map the relation of activating responsible business values and a sustainability-related performance as measured by the corporate responsibility index.

Key words: corporate character, corporate values, trust, corporate social responsibility, sustainability

Uloga dizajna u sticanju konkurentske prednosti

Konkurentska prednost ne može da se razume ako se na organizaciju gleda kao na celinu. Ona proističe iz većeg broja posebnih aktivnosti koje firma obavlja obavlja prilikom dizajniranja, proizvodnje, marketinga, isporuke i pružanja podrške svojim proizvodima. Svaka od ovih aktivnosti može da doprinese relativnoj troškovnoj poziciji firme i da stvori osnove za diferencijaciju. Aktivnosti koje mogu da doprinesu sticanju troškovne prednosti mogu da proisteknu iz izvora kao što su jeftin sistem distribucije, efikasan sistem montaže ili maksimalno iskorišćenje prodajnih timova, dok se diferencijacija može ostvariti zahvaljujući različitim faktorima, uključujući nabavku kvalitetnih sirovina, brz sistem evidencije narudžbina ili vrhunski dizajn.

Cljučne reči: dizajn, konkurentska prednost, tržište, ekonomičnost

The Role of Design in Acquiring the Competitive Advantage

A competitive advantage cannot be understood if the organization is viewed as a whole. It stems from a number of special activities that the company performs during the design, production, marketing, and delivery, support its products. Each of these activities may contribute to the relative cost position of the company and to create a basis for differentiation. Activities that may contribute to the acquisition cost advantages can be derived from sources such as the cost distribution system, an efficient system installation or maximum utilization of sales teams, while differentiation can be achieved due to various factors, including supply of quality raw materials, rapid system of records or orders of superior design.

Key words: design, competitive advantage, market economy

Izbira letalskega prevoza s pomočjo spletnih strani

V prispevku bomo predstavili teoretična izhodišča o logistiki in letalskem transportu. V današnjem času si veliko turistov rezervira letalske karte preko spleta oziroma spletnih iskalnikov. Vendar pa je zaradi velikega števila ponudnikov letalskih prevozov težko najti najugodnejšega. Naredili smo raziskavo o izbiri najugodnejšega letalskega ponudnika, saj nas je zanimalo, kateri spletni iskalnik letalskih prevozov ponuja v povprečju najnižje cene letalskih prevozov. Omejili smo se na deset spletnih iskalnikov, osem odhodnih mest (Ljubljana, Zagreb, Milano, Trst, Budimpešta, Benetke, Dunaj in Graz) in osem dohodnih mest (London, Salvador, New Delhi, New York, Tokio, Moskva, Sydney in Tunis). Za urejanje podatkov bomo uporabili Excel, za izbiro najugodnejšega spletnega iskalnika pa metodo točkovanja.

Ključne besede: logistika, letalski prevozi, letalske karte

Choosing the best Airline through Websites

In this paper, we will present the theoretical foundations of logistics and air transport. In today's world many tourists are booking airline tickets through the websites or web search engines. However, due to the large number of providers of air services it is very difficult to find the best. Therefore, we made a survey on choosing the best air provider (website). This paper seeks to answer the following research question: Which web search engine of flights offers the lowest prices of flights in average? The study was limited to ten web search engines, eight outbound cities (Ljubljana, Zagreb, Milan, Trieste, Budapest, Venice, Vienna and Graz) and eight incoming cities (London, El Salvador, New Delhi, New York, Tokyo, Moscow, Sydney and Tunis). To edit the acquired data we will use Microsoft Excel, for selecting the most favourite web search engine we will use the method of scoring.

Key words: logistics, flights, airline tickets

Upravljanje in razvoj ključnih kadrov v organizacijah

Vsaka organizacija bi morala vedeti, kdo so njeni nepogrešljivi ljudje, ki vplivajo na njene rezultate in uspešnost. To niso zgolj talenti, ti zaposleni so veliko več. To so osebe, ki delajo samostojno in proaktivno, z veliko mero prodornosti in poguma. Iz kaosa ustvarjajo red, znajo voditi in povezovati, ustvarjati in izumljati ter dejansko tudi nekaj uresničiti. Ključni igralci se svojih nalog lotevajo s popolno predanostjo delu in organizaciji. Njihova osebnost in odnos do dela ter do sodelavcev sta velikokrat pomembnejša kot dejanski rezultat ali izdelek, ki ga ustvarijo, saj je njihova največja vrednost ustvarjalno sodelovanje, torej delo oziroma odnos s sodelavci. Ti ljudje so ključni gradniki intelektualnega kapitala. Takšne ljudi ima vsaka organizacija, le prepoznati jih mora. Predvsem morajo to storiti vodilni. Prav vodje namreč odločajo o tem in dajejo neformalno priznanje ter dopustijo, da so ključni igralci to, kar dejansko so. Najpomembnejši dejavniki, ki vplivajo na pridobivanje in ohranjanje ključnih kadrov, so ugled organizacije, konkurenčna plača in zanimivo ter odgovorno delo.

Ključne besede: organizacije, talenti, ključni kadri

Managing and Development of the Key Personnel in Organizations

Every organization should know who their essential people, having influence on the results and performance of the company are. They are not only talents, such employees are much more. They are people who work independently and proactively, with great dedication and courage. They create order out of chaos. They are able to manage and connect people, create and invent and actually achieve something. The key personnel are tackling their tasks with full commitment to work. Their personality and attitude to work are often more important than the actual result. These people are the key building blocks of the intellectual capital in the company. Every organization has that kind of employee, they just have to be recognized. Above all, they must be recognized by the top managers. The leaders should give them informal recognition and accept that the key players is what they really are. The most important factors that influence both, the acquisition and preservation of key employees, are company's reputation, competitive salary and an interesting and responsible work.

Key words: organization, talents, key personnel

Kvaliteta podataka kao izvor konkurentske prednosti

Iako nije sasvim nova, paradigma kvaliteta podataka (data quality), danas dobiva sve više na značaju. Mnoge su organizacije u razvijenom svijetu a isto tako i akademska zajednica, prihvatile činjenicu da ta paradigma nije samo još jedan pomodni trend. Unapređenje kvalitete podataka može predstavljati značajan izvor konkurentske prednosti. Velike količine organiziranih podataka (»big data«), s trendom kontinuiranog rasta, postaju svakodnevica koja sa sobom nosi opasnost posljedica loše kvalitete podataka. Upravo posljedice loše kvalitete podataka predstavljaju opasnost za konkurentsku sposobnost poduzeća, odnosno općenito organizacija. Prema nekim procjenama, troškovi zbog loše kvalitete podataka mogu se popeti na više od 10 % prihoda poduzeća. Ali direktni troškovi zbog loše kvalitete podataka su samo jedna strana medalje. Gomilanje podataka u organiziranoj formi baza podataka danas predstavlja temelj za donošenje odluka u organizacijama, baziranih na naprednim metodama analize i rudarenja podataka (data mining). Kvaliteta podataka je pritom bitan zahtjev. Međutim, ako organizacije ništa ne poduzimaju, podaci imaju tendenciju da postaju sve lošiji. Za to postoji više uzroka. Prema nekim procjenama 2 % podataka mjesečno postaje netočno odnosno neažurno. Ako organizacije ne razumiju problem kvalitete podataka, te ako ne poduzimaju inicijative za kontinuirano unapređenje kvalitete podataka, to će dugoročno utjecati na njihovu konkurentnu sposobnost. U ovom radu se analizira problem kvalitete podataka, te se razmatraju neka moguća rješenja. Pritom se naglašava da je upravljanje kvalitetom podataka bitno ne samo za poduzeća, nego i za cijele regije odnosno države.

Ključne besede: kvaliteta podataka, dimenzije kvalitete podataka, upravljanje kvalitetom podataka

High Data Quality for Competitive Advantage

Although not entirely new, the paradigm of data quality now gets more and more important. Many organizations as well as the academic community, accept the fact that this paradigm is not just another fashionable trend. Improving data quality can be a significant source of competitive advantage. Growing trend of use of extremely large collections of organized data, known as big data, is especially sensitive on impact of poor data quality. Consequences of poor quality of data represent a threat to the corporate competitiveness and to the competitiveness of organizations in general. According to some estimates, the costs due to poor data quality can rise to more than 10 % of company revenue. Nevertheless, the direct costs due to poor data quality are only one side of the coin. The steady accumulation of data in an organized form of databases, particularly in form of big data, today is the basis for decision-making in organizations, based on the advanced analysis and data mining tools and techniques. High data quality is thereby essential requirement. However, if organizations do nothing, the data tend to become increasingly worse. There are several causes for this. According to some estimates, 2 % monthly data becomes incorrect or not updated. If organizations do not understand the issue of data quality, and if they do not take the initiative to continuously improve the quality of data, it will affect their long-term competitive ability. In this paper, the problem of data quality is analysed, and some of the possible solutions are explored. Also, it is emphasized that the data quality management may be essential not only for companies, but also for the entire regions or countries.

Key words: data quality, data quality dimensions, data quality management

Življenje – največja vrednota

Kadar govorimo o življenju kot vrednoti, je prav, da najprej definiramo pomen vrednote. Že sama beseda pove, da gre za vrednost. Vrednost pa imajo stvari, dogodki, ljudje, ki so za nas posebnega pomena, nekaj dragocenega, nekaj, kar želimo postaviti nad druge, običajne stvari. Pomeni tudi, da ta vrednost ni odvisna od našega dela, ker je nismo mi ustvarili, povezana pa je z našim odnosom do nje. Gre torej za to, koliko smo kot posamezniki sposobni spoznati, začutiti, dojeti, uporabiti to vrednost v svojem vsakdanu. Lahko pa je sploh ne opazimo, za nas in naše dožemanje sveta nič ne pomeni ali pa je sploh ne želimo vključiti v naše razmišljanje in delovanje. Življenje je gotovo velika danost in velika vrednota za vse tiste, ki ga tako sprejemajo. Ker je danost, tudi pomeni, da je vsem nam enako na razpolago. Od nas pa je odvisno, ali imamo v to življenje kaj položiti, ga obdariti z našim prispevkom. Kajti življenje je samo toliko naše, kolikor ga lahko uresničujemo s svojimi odnosi, s svojim delom in s svojim prenašanjem vseh stisk, naporov, bolezni, ki nas doletijo. Če življenje ne bi bila danost in vrednost, potem bi si lahko vsakdo od nas izbral »svoje življenje«. Izbral bi si seveda najboljše, in to ponavadi najboljše zase. Tako bi se dogajale zelo krivične izbire. Ker pa to ni mogoče, smo kot posamezniki odgovorni za sprejemanje nalog in izzivov, ki se nam kažejo v slehernem trenutku.

Ključne besede: življenje, vrednote, odgovornost

Life – the Highest Value

When we speak of life as value, we should first define the meaning of a value. The word itself states that it has a value. Things, events, people who are of special meaning to us, something precious, something that we wish to put above other, regular things have a value. It also means that this value is not dependent on our work, because we have not created it, but it is connected to our attitude towards that value. It is therefore about how much we are capable of realizing, feeling, comprehending, using this value in our everyday life as individuals. However, we cannot even notice this value, it may not mean something essential to us and our perception of the world or we do not want to include it in our thinking and working at all. Life is certainly a great gift and a great value to all those who accept it as such. As it is a gift, it also means that it is made available to all of us in the same way. However, it depends on us, individuals, whether we have anything to put into this life, to colour it with our contribution. For life belongs to us only so much as we can realize it with our relations, with our work and our bearing of all distresses, strains, illnesses that befall us. If life was not a gift and value, every one of us could choose "their life". They would, of course, choose the best one, usually the best one for themselves. Thus, very unfair choices would happen. Since that is not possible, we as individuals are responsible for accepting tasks and challenges that are shown to us in every moment.

Key words: life, value, responsibility

Globalizacija u funkciji osnaživanja nacionalnih startup poduzeća

Razvoj startup poduzetništva (startup kulture) jedan je od važnih činitelja stvaranja konkurentnih prednosti nacionalne ekonomije. Startup poduzeće je poduzeće s vrlo ograničenim poslovnim iskustvom. U načelu, to su novoformirana poduzeća u fazi razvoja i traganja za tržištem te načinima kako ponuditi svoje proizvode i/ili usluge. Ono što im nedostaje je prvenstveno znanje i iskustvo o tome kako to što imaju pretočiti u novac a često im nedostaje i početni kapital. Uzmemo li u obzir glavne dimenzije globalizacije kao ekonomske pojave: ogroman porast trgovine, globalizacija financijskog tržišta, povećana transnacionalna proizvodnja, porast broja transnacionalnih kompanija dolazimo do stvaranja »globalnog sela« sa novim vrstama komunikacije (društvene mreže, chat ...) te stvaranja »društva na daljinu« i regionalnih kultura. Promatramo li globalizaciju kao tehnološku pojavu, vidljivo je da tehnologija se širi van granica jedne zemlje. Sve to je odličan preduvjet za stvaranje start up poduzeća sa globalnim tržištem. Premda u Hrvatskoj gospodarstvo nije u rastu, u svjetu ipak jest i ulagači su spremni uložiti kapital u dobre hrvatske ideje.

Ključne riječi: startup, upravljanje, globalizacija, kapital, poduzetništvo

Globalization in the Function of Strengthening National Startup Companies

The development of startup entrepreneurship (startup culture) is one of the key factors for creating competitive advantages of national economies. A startup company is a company with a very limited business experience. Generally, they are newly formed businesses in a development phase, searching for markets and various ways to offer their product and/or services. Primarily they lack the knowledge and experience on how to turn their ideas into money, and often they lack the initial capital. Considering the main dimensions of globalization as an economic phenomenon: a huge increase in trade, globalization of financial markets, increased transnational production, increase in the number of transnational companies; we come to creating "global village" with new types of communication (social networks, chat ...) and the creation of "society at a distance" and regional cultures. If we look at globalization as a technological phenomenon, it is clear that technology is expanding beyond the borders of one country. All that is an excellent prerequisite for the creation of startup companies made for the global markets. Although the Croatian economy is not growing, the world economy still is, and the investors are willing to invest capital into good Croatian ideas.

Key words: start up, management, globalization, capital, entrepreneurship

E-kompetence kot ključni dejavnik za udejstvovanje na delovnem mestu

Globalna konkurenčnost, skokovit napredek v informacijski in telekomunikacijski tehnologiji, vse bolj razširjena uporaba elektronskega poslovanja, znanje in informacije so postali najpomembnejši organizacijski kapital. Ustvarjanje in distribucija informacij oz. znanja sta postala glavni vir premoženja vsake organizacije. V primerjavi s tradicionalno priznanimi viri, e-znanje narašča. Danes e-znanje postaja osnova poslovanja, torej osrednji dejavnik za razvoj organizacijskih sposobnosti in konkurenčne prednosti, ki je odvisna od sposobnosti ustvarjanja dodane vrednosti zaposlenih z znanjem. Vedno bolj poudarjeno znanje o uporabi novih tehnologij sproža potrebe po pridobivanju e-kompetenc, ki so postale v organizacijah ključne za posameznikovo izobraževanje, udejstvovanje na delovnem mestu ter za dostopanje do vedno več vsakdanjih storitev. Naloga menedžmenta pri tem je obvladovanje elektronskega znanja z uspešnim sledenjem spremembam in uvajanjem konceptov učenja zaposlenih, da se bodo tako lažje spoprijemali z izzivi sodobnega časa.

Ključne besede: informacijska tehnologija, e-znanje, e-kompetence, delovna mesta

E-Competences as Key Factor for Participating at the Workplace

Global competitiveness, rapid progress in information and telecommunications technology, more and more widespread use of electronic commerce, knowledge and information have become the most important organizational capital. Creation and distribution of information and knowledge have become the main source of an organization's wealth. Compared to the traditional renowned sources, e-knowledge is increasing. Today e-knowledge is becoming the basis of business and the key factor for the development of organizational skills and competitive advantages, which depend on the ability to generate the added value of employees with knowledge. Increasingly emphasized knowledge on the use of new technologies triggers the need to acquire e-competences, which have become crucial in organizations for an individual's education, participation in the workplace and for accessing everyday services. The task of the management is mastering the electronic knowledge with successful tracking of changes and introducing learning concepts to employees, to make it easier for them to cope with challenges of modern times.

Key words: ICT, e-knowledge, e-competences, workplace

Taksonomija rezultatov dela v zdravstvu za podporo skupnostni skrbi

Glavni namen sestavljanja taksonomije je ob upoštevanju pedagoških, logičnih in psiholoških principov sestaviti dosleden in uporaben sistem, ki bi olajšal sporazumevanje o stopnji razvoja skupnostne skrbi na posameznem področju zdravstvenega in socialnega varstva. V prispevku so predstavljene nekatere ugotovitve raziskave o uporabnosti nekaterih taksonomij pri vrednotenju stopnje razvoja skupnostne skrbi na področju duševnega zdravja. Opredeljene taksonomske stopnje po Marzzanu so nekoliko bližje konceptu skupnostne skrbi, ker poleg vsebine definirajo tudi proces. Poznavanje taksonomije delovnih rezultatov izvajalcev zdravstvene nege iz perspektive skupnostne skrbi omogoča menedžmentu v zdravstvu boljše razumevanje lastne vloge v procesu njenega razvoja za celovito obravnavo pacientov. Z dodatnimi raziskavami in dopolnilnimi ukrepi v delovanju izvajalcev zdravstvene nege se tako lahko posredno doseže napredek pri razvoju skupnostne skrbi za zdravje in kakovost življenja v Sloveniji.

Ključne besede: zdravstvena nega, skupnostna skrb, kakovost, duševno

Taxonomy for Evaluating Nursing Care Providers' Work to Support Community Care

The main purpose of compiling a taxonomy is building a consistent and useful system, taking into consideration educational, logical and psychological principles, in order to facilitate communication on the level of development of community care in each health care and social assistance area. The paper presents the research findings on the usefulness of various taxonomies in the evaluation of the development level of community care in the field of mental health. The taxonomic levels defined in Marzano's taxonomy are close to the community care principle, as they define the content as well as the process. Awareness of the taxonomy of nursing care providers' work results from the community care perspective enables healthcare management to better understand its role in the process of developing community care for a comprehensive patient treatment. Additional research and complementary measures in nursing care providers' work can thus indirectly facilitate progress in the development of community care for the health and quality of life in Slovenia.

Key words: nursing care, community care, quality, mental health