



Univerza v Novem mestu  
*University of Novo mesto*

Fakulteta za ekonomijo in informatiko  
*Faculty of Economics and Informatics*

Fakulteta za poslovne in upravne vede  
*Faculty of Business and Management Sciences*

# *Zbornik povzetkov*

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

*Mednarodna znanstvena konferenca*

Novo mesto, 16. maj 2019

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

*International Scientific Conference*

Novo mesto, 16. may 2019



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*BOOK OF ABSTRACTS*

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## Povzetki / *Abstracts*



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## **Mobilni telefoni u svakodnevici mladih**

Mobilni telefon pripada standardnoj medijskoj opremi mladih. Za mlade, on je važan posrednik, koji ispunjava raznovrsne funkcije: za komunikaciju, planiranje svakodnevice sa prijateljima i porodicom, za zabavu, samopredstavljanje. Mobilni je deo privatnog prostora i individualnosti, koja se izražava individualnim simbolima i zvučnim melodijama. Ponekad ga mladi koriste kao dnevnik sa slikama najboljih prijatelja, za najlepše uspomene, putem mobilnog, imamo uvek mogućnosti da stupimo sa svima u kontakt. U modernom društvu značaj kruga prijatelja za mlade se povećava upotrebom mobilnih telefona. Mobilni telefon nije samo statusni simbol s obzirom na posed i tehničke mogućnosti, već zauzima centralnu poziciju u priznavanju i simboličkoj reprezentaciji pripadnosti jednom krugu prijatelja. Nove tehničke opcije pružaju i priliku za njihovu zloupotrebu. Tako je i upotreba mobilnih telefona brzo došla u fokus analiziranja javnosti izveštajima o Happy Slapping - u, snimcima nasilja, porno snimcima koji se prenose od telefona do telefona preko interneta. Da li nastavnik sme oduzeti učenikov mobilni? Zar to nije krađa?

*Ključne reči:* mobilni telefon, mediji, medijska pedagogija

## **Mobile Phones in Young People's Everyday Life**

Today, mobile phone belongs to the standard media equipment of youth. For the young people, it is an important mediator, which performs a variety of functions: they use it for communication, planning of the daily life with friends and family, fun, self-presentation. Mobile phone is part of a private space and individuality, which is expressed with individual symbols and ring tones. Sometimes, young people use it as a photo diary of their best friends, for creating the best memories but it also enables us to come in contact with everyone. In modern society, the significance of a friends' circle for young people is increasing with the use of mobile phones. Mobile phone is not only a status symbol in terms of possession and technical capabilities, but also takes a central position in recognition and symbolic representation of belonging to one circle of friends. New technical options provide the opportunity for their misuse as well. In that sense, the use of mobile phones has quickly become the focus of public analysis in the reports on Happy Slapping – in video clips of violence and porn clips, which have been downloaded from one phone to another over the Internet. Is the teacher allowed to take the student's mobile phone? Is that not stealing?

*Key words:* mobile phone, media, media pedagogy

## **Pametna mesta in varstvo osebnih podatkov**

Pojem pametnega mesta pomeni uporabo sodobnih informacijsko komunikacijskih tehnologij, ki proizvajajo in uporabljajo velikanske količine podatkov, s ciljem, da se zagotovi trajnostni razvoj mestnih območij na podlagi inovacij in konkurenčnosti (pametno gospodarstvo), družbenega in socialnega kapitala (pametni ljudje), sodelovanja pri odločanju (pametno upravljanje), prevoza in komunikacij (pametna mobilnost), naravnih virov (pametno okolje) in kakovosti življenja (pametno življenje). Pomemben razlog za kritična ali celo pesimistična stališča do razvoja pametnih mest so tveganja, ki iz sodobnih tehnologij izhajajo za zasebnost in varstvo osebnih podatkov. Na podlagi pregledane literature in sodne prakse prispevek prikazuje rešitve, ki jih zagotavljajo veljavni splošni predpisi, in predlagane alternativne ali dodatne mehanizme za varstvo osebnih podatkov na področju interneta stvari, računalništva v oblaku in masovnih podatkov. Vprašanja imajo velik praktičen pomen, saj od leta 2007 večina svetovnega prebivalstva živi v mestih.

*Ključne besede:* pametna mesta, varstvo osebnih podatkov

## **Smart Cities and Personal Data Protection**

The notion of smart city is connected with the use of modern information and communication technologies, which generate and consume vast amounts of data in order to assure sustainable development of urban areas based on innovation and competitiveness (smart economy), social and human capital (smart people), participation in decision-making (smart governance), traffic and communications (smart mobility), natural resources (smart environment) and quality of life (smart living). An important reason for critical or even pessimistic attitudes towards smart cities' development are privacy and personal data protection risks stemming from new technologies. Based on reviewed literature and court practice, this paper outlines solutions for personal data protection in smart cities offered by existing general legal provisions and proposed alternative or additional mechanisms relating to internet of things (IoT), cloud computing and big data. The issue is of great practical importance due to the fact that, since 2007, the majority of world population has been living in urban areas.

*Key words:* smart cities, data protection

## **Organizovanje neformalnog obrazovanja u visokoškolskom sistemu**

U radu se, analizom strateških dokumenata, razmatraju mogućnosti realizacije programa celoživotnog učenja na visokoškolskim institucijama, organizovanjem neformalnog obrazovanja, kao okosnici celoživotnog učenja. Savremeno shvatanje neformalnog obrazovanja polazi od stava da je ono deo modernog koncepta obrazovanja, i neophodna dopuna formalnom obrazovanju. Polazeći od stava da obrazovanje i razvoj veština za 21. vek predstavljaju osnovu razvoja društva, kao i od potrebe stimulisanja otvorenog i fleksibilnog učenja, organizovanjem raznih vidova neformalnog obrazovanja odraslih, u Strategiji razvoja obrazovanja u Srbiji do 2020. godine kao mere akcije predviđeno je da se na visokoškolskim institucijama razvijaju posebni part-time programi za odrasle, kratki kursevi do 30 ESPB, profesionalni masteri i masteri za potrebe poslodavaca. Pitanje koje se otvara je pitanje osiguranja kvaliteta, odnosno standarda za akrediteciju neformalnog obrazovanja u visokoškolskom sistemu i sistemu obrazovanja odraslih.

*Ključne reči:* celoživotno učenje, neformalno obrazovanje, sistem visokog školstva, sistem obrazovanja odraslih

## **Organization of Non-formal Education in Higher Education System**

In this paper, the possibilities for realisation of lifelong learning programme in higher education institutions by organizing non-formal education as a backbone of lifelong learning, are being considered through the analysis of strategic documents. Modern understanding of non-formal education is based on modern education concept and is a necessary addition to formal education. Starting from the point that education and skill development are the basis of the 21<sup>st</sup> century society, as well as the need to stimulate open and flexible learning by organizing various forms of non-formal education of adults, it is predicted in the Strategy of Education Development in Serbia that by 2020 the institutions of higher education will develop special part-time programmes for adults, short courses up to 30 ECTS, professional master studies and master studies based on the needs of the employers. The question which is opening is ensuring the quality, respectively the standard needed for the accreditation of non-formal education in the higher education system and adult education system.

*Key words:* lifelong learning, non-formal education, higher education system, adult education system

## **Vpliv družbeno-ekonomskih dejavnikov na produkcijo znanja**

Znanje je ključnega pomena za ohranjanje konkurenčnih prednosti in uspešnosti podjetja. Da bi podjetje lahko uporabilo znanje v svojo korist, ga mora najprej ustvariti. Znanje se lahko pridobi na različne načine. Ti so odvisni od interesov, potreb, stroškov in možnosti. Viri znanja so lastni in tuji. Produkcija znanja je proces, ki lahko poteka med zaposlenimi ali pa med zaposlenimi in organizacijo. Gre za razvijanje novih izdelkov, idej, sposobnosti in učinkovitejših delovnih procesov. Na uspešno produkcijo znanja vpliva šest dejavnikov in sicer organizacijska kultura, vodenje, informacijsko komunikacijska infrastruktura, človeški kapital, organizacijska struktura in sistemi nagrajevanja. Poleg tega mora podjetje zagotoviti potrebna finančna sredstva in tako pridobljeno znanje ustrezno uporabljati v svojih delovnih procesih. V raziskavi smo anketirali 120 zaposlenih na Zavodu Republike Slovenije za transfuzijsko medicino (ZTM) z namenom analize kakovosti produkcije znanja in dejavnikov, ki vplivajo nanjo. Pri obdelavi podatkov smo uporabili faktorsko analizo in enostavno regresijo. Na podlagi izvedene raziskave in ugotovitev bomo vodstvu ZTM predlagali, kako naj izboljša produkcijo znanja in s tem poveča svojo poslovno uspešnost.

*Ključne besede:* znanje, management znanja, produkcija znanja, dejavniki produkcije znanja, organizacija

## **Socio-economic Factors that Influence the Production of Knowledge**

Knowledge has a crucial role in maintaining competitive advantages and success of a company. For a company to be able to use the knowledge to their best advantage, it has to create it first. Knowledge can be gained in different ways. These depend on the interests, needs, costs and possibilities. Sources of knowledge are someone's own and foreign. The production of knowledge is a process that goes on among the employees or the employees and the organization. It is about developing products, ideas, abilities and more efficient working processes. There are six factors that influence a successful production of knowledge and those are organizational culture, management, information and communication infrastructure, human capital, organizational structure and rewarding systems. In addition, the company must provide all the necessary financial resources and also appropriately use the gained knowledge in its working processes. The research was carried out on 120 people in Blood Transfusion Centre of Slovenia, with the purpose of analysing the quality of knowledge production and the factors influencing it. In processing the data, we used factor analysis and simple regression. Based on the research carried out and the findings, the management of Blood Transfusion Centre of Slovenia will be suggested how to improve the production of knowledge and by that also increase their business success.

*Key words:* knowledge, knowledge management, knowledge production, knowledge production factors, organization

## **Pomen teorije inteligentne kariere za karierni razvoj menedžerjev**

Radikalne (organizacijske) spremembe so ustvarile pomembne izzive za posameznike in organizacije in sočasno vplivale tudi na spremembe v samih organizacijah ter na postopke in prakse kariernega menedžmenta. Hkrati so privedle do rekonceptualizacije kariere in razvoja novih teorij razvoja kariere, med drugim tudi teorijo inteligentne kariere. Ta izpostavlja sposobnost posameznika pri uspešnem upravljanju lastne kariere in označuje tri temeljne kompetence za doseg tega cilja. Vprašanje o tem, katere kompetence mora imeti posameznik, da se lahko razvija na svoji karierni poti, je aktualno vprašanje v praksi in sferi znanstvenega raziskovanja kariere. Zato je bil namen naše raziskave omogočiti vpogled v kompetence za vodenje in razvoj kariere menedžerjev s ciljem, da karierne kompetence proučimo, jih predstavimo in omogočimo vpogled v močne in šibke elemente.

*Ključne besede:* kariera, menedžer, karierne kompetence, inteligentna kariera

## **The Role of the Intelligent Career Theory for the Career Development of Managers**

Radical (organizational) changes have created important challenges for individuals and organizations and at the same time influenced changes in the organizations alone, as well as the procedures and practices of career management. In addition, they led to the reconceptualization of career and the development of new career development theories, including the theory of intelligent career. The latter emphasizes the individual's ability to successfully manage his own career and indicates three basic career competences which lead to achieving this goal. The question of which career competences an individual has to have in order to evolve on their career path, is a current issue in practice and the field of scientific career research. Therefore, the purpose of our research was to provide an insight into the competences necessary for leadership and the development of managers' careers, with the aim to study and introduce career competences and enable an insight into their strong and weak elements.

*Key words:* career, manager, career competence, intelligent career



## **Kompetencije i motivacija zaposlenih u turističkoj privredi Crne Gore**

Kada je riječ o turizmu Crne Gore, prvenstveno se polazi od njegove uloge kao prioritetnog pravca razvoja dok je opredjeljujuća odrednica razvoja turizma stručni i visokostručni kadrovi, odnosno njihova znanja i sposobnosti. Imajući u vidu savremene turističke tokove koji polaze od globalizacije tržišta, internacionalizacije rada, prije svega u kontekstu evropskih integracija, imperativ je kvalitetna turistička ponuda i konkurentan proizvod. Pomenuta globalizacija ekonomskih tokova pretpostavlja i složenije zahtjeve u pogledu znanja, sposobnosti a i mobilnosti stručnih kadrova, a time i visok stepen fluktuacije i odliva od nerazvijenih prema razvijenim zemljama i turističkim destinacijama. Stoga je za Crnu Goru veoma je bitno ne samo da razvija stručna znanja i sposobnosti svojih kadrova već da razvija i motivaciju za profesionalni razvoj i zadrži najbolje ljudske resurse. Uticaj integralne turističke privrede je odražava se kroz multiplikativan efekat. U cilju ostvarivanja strategije razvoja turističke privrede Crne Gore koja pretpostavlja kvalitet i konkurentnost, obučenost i motivisanost zaposlenih, neophodno je »podići« na daleko veći nivo funkciju menadžmenta ljudskih resursa. Treba unaprijediti funkciju upravljanja ljudskim resursima u svim procesima: od predviđanja potreba, pribavljanja, odnosno kvalitetne selekcije, do motivacije i zadržavanja kadrova.

*Ključne reči:* turizam, ljudski resursi, kompetencija, motivacija

## **Competences and Motivation of Employees in the Tourism Industry of Montenegro**

When talking about tourism in Montenegro, the primary starting point is its role of a prioritized direction of development, while the discerning feature of the development of tourism involves highly-skilled and expert staff members or their knowledge and abilities. Having in mind modern trends in tourism, which stem from the market globalization and labour internationalization, primarily in the context of European integrations, a high-quality tourist offer and competitive products are imperative. The mentioned globalization of economic trends also presupposes some more complex requirements regarding knowledge, abilities and mobility of experts, which means a high degree of fluctuation and movements from underdeveloped towards developed countries and tourist destinations. Therefore, it is very important for Montenegro not only to develop expert knowledge and abilities of its staff members but also to develop motivation for the professional development and keep its best staff members. The influence of integral tourist economy is reflected through multiplicative effects. In order to implement the strategy of the development of Montenegro tourist economy, which presupposes quality and competitiveness, training and motivation of employees, the function of human resource management has to be elevated to a much higher level. The function of human resource management has to be improved in all processes, such as predicting the needs, recruitment, which includes high-quality selection, motivation and keeping of staff members.

*Key words:* tourism, human resources, competence and motivation

## **Izzivi prenosa družinskih podjetij**

Prenos podjetja je po ustanovitvi in rasti podjetja ena od najbolj kritičnih faz v življenjskem ciklu podjetja (Cabrera-Suárez idr., 2018 ; De Massis in Foss, 2018 ). Lastniki – managerji se pogosto ne zavedajo problema zagotavljanja kontinuitete svojega podjetja. Istovetijo se s podjetjem in ker so zaposleni z reševanjem vsakodnevnih problemov, pogosto ne morejo – ali nočejo – posvečati pozornosti planiranju sprememb v lastništvu in vodstvu podjetja. Med državami članicami EU je prevladalo spoznanje, da moramo preprečiti izgubo podjetij zaradi težav pri prenosu vodenja in lastništva, pri čemer so zaradi emocionalne povezanosti družine in podjetja še posebej ranljiva družinska podjetja (npr.: Morris idr., 1997; Sharma idr., 2003; Pittino idr., 2018), ki so najštevilnejša ravno med MSP-ji. Proces priprav na prenos ob iskanju primernih rešitev ter sam prenos podjetja je izredno kompleksen in zahteven proces. Mnoga podjetja se v tem procesu srečujejo s številnimi problemi in ovirami; nekatere izmed najpogostejših bomo obravnavali v prispevku. Za zagotovitev osnovnega vpogleda v problematiko na področju prenosa družinskih podjetij v Sloveniji bomo izvedli raziskavo med ustanovitelji – lastniki družinskih mikro, malih in srednje velikih podjetij. Predvsem nas bo zanimal način, kako podjetniki načrtujejo izvedbo prenosa podjetja in kakšna je njihova potreba po podpori v tem procesu.

*Ključne besede:* prenos podjetja, nasledstvo, družinsko podjetje, MSP, ekonomsko okolje

## **The Challenges of Family Business Transfer**

Business transfer is one of the most critical stages in the company's life cycle after its establishment and growth (Cabrera-Suárez et. al., 2018; De Massis in Foss, 2018). The owners – managers are often unaware of the problems of ensuring the continuity of their business. They identify with the company and because they are busy solving everyday problems, they often cannot – or do not want – pay attention to planning changes in the ownership and/or company management. Among the EU member states, the prevailing knowledge is that we must prevent business loss due to the difficulties in the transfer of management and ownership, where family firms are particularly vulnerable because of the emotional connections between the family and the company (Morris idr., 1997; Sharma idr., 2003; Pittino idr., 2018). The process of preparing business transfer while finding suitable solutions and the transfer of the company itself is an extremely complex and demanding process. Many companies face with numerous problems and obstacles in this process; some of the most common ones will be discussed in the paper. In order to provide a basic insight into the problems in the field of family business transfer in Slovenia, we will conduct a survey among the founders – the owners of micro, small and medium-sized companies. In particular, we will be interested in the way entrepreneurs plan to carry out the business transfer and what kind of support they need in this process.

*Key words:* company transfer, succession, family business, SMEs, economic environment

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## **Ekonomska analiza tržišta Republike Srbije sa aspekta ponuđača**

Pokretači nabavke ispituju i istražuju tržište svakog pojedinačnog predmeta nabavke i to tako što: ispituju stepen razvijenosti tržišta, upoređuju cene više potencijalnih ponuđača, prate kvalitet, period garancije, način i troškove životnog veka predmeta nabavke, rokove isporuke, postojeće propise i standarde, mogućnosti na tržištu za zadovoljavanje potreba naručioca na drugačiji način i dr. Organizacije celine javnih budžetskih ustanova ispituju i istražuju tržište na neki od sledećih načina: ispitivanjem prethodnih iskustava u nabavci ovog predmeta nabavke (postojeće informacije i podatke o dobavljačima i ugovorima); istraživanjem putem interneta (cenovnici ponuđača, Portal javnih nabavki, sajтови drugih naručilaca, sajтови nadležnih institucija za objavu relevantnih informacija o tržišnim kretanjima ...); ispitivanje iskustava drugih naručilaca; primamo sakupljanje podataka (ankete upitnici ...); prezentacije ponuđača; nabavkom usluge ispitivanja tržišta u Republici Srbiji. U ekonomski razvijenim zemljama nivo koncentracije tržišta predstavlja jedan od najpoznatijih i najčešće korišćenih indikatora monopolske moći preduzeća na posmatranom tržištu. Ponašanje privrednih subjekata i njihov odnos sa potrošačima se najbolje može sagledati praćenjem stepena koncentracije tržišta.

*Cljučne reči:* tržište, struktura ponuđača, nabavke

## **Economic Analysis of the Market of the Republic of Serbia from the Aspect of the Bidder**

Procurement initiators examine and research the market of each individual procurement subject by: examining the degree of market development, comparing the prices of more potential bidders, monitoring the quality, the warranty period, the way and costs of the lifetime of the procurement subject, delivery deadlines, existing regulations and standards, market possibilities to satisfy the needs of the contracting authority in a different way, and so on. Organizational units of public budget institutions examine and research the market in one of the following ways: by examining previous experiences in the procurement of this procurement item (existing information and data on suppliers and contracts); Internet research (the price list of bidders, Public Procurement Portal, websites of other buyers, websites of relevant institutions for the publication of relevant information on market trends ...); examining the experience of other buyers; primary data collection (survey questionnaires ...); presentation of the bidder; procurement of market research services in the Republic of Serbia. In economically developed countries, the level of market concentration is one of the most well-known and most frequently used indicators of the monopoly power of the company in the observed market. The behaviour of business entities and their relationship with consumers can best be seen by following the degree of market concentration.

*Key words:* market, supplier structure, procurement

## **Uloga menadžmenta ljudskih resursa u digitalnoj transformaciji organizacije**

Digitalna transformacija poslovnih procesa i tehnologija stvara za organizacije nove prilike i izazove. Rezultat toga su i novi poslovni modeli, nastali prvenstveno promenama na radnim mestima. Zbog izmenjenog sadržaja i načina rada menjaju se i zahtevi koje treba da ispuni izvršilac da bi uspešno obavljao poverene poslove. Iz tog razloga ljudski resursi postaju ključni subjekt o toj transformaciji, jer od njihovog poznavanja poslovnih procesa, inovativnih performansi, odnosa prema promenama, informatičarske pismenosti i niza drugih elemenata zavise rezultati koje će organizacija ostvariti u digitalizaciji svog poslovanja. Da bi uspešno obavio svoju ulogu u tom procesu i time stvorio organizacionu i tehnološku osnovu za razvoj organizacije u skladu sa zahtevima okruženja, menadžment ljudskih resursa mora da digitalno transformiše i obavljanje svoje delatnosti.

*Ključne reči:* digitalna transformacija, menadžment ljudskih resursa, organizacija, proces, radno mesto

## **The Role of Human Resource Management in the Organization's Digital Transformation**

Digital transformation of business process and technology creates new opportunities and challenges for organizations. The result of all this are new business models which primarily emerge from changes in jobs. Due to an altered content and a way of working, the requirements that executives need to fulfill in order to successfully perform the assigned tasks also change. For this reason, human resources become the key subject in this transformation, since the results that the organization will achieve in digitalization of its business, depend on how well the human resources know the business processes and the innovative performance, their attitude towards changes, their IT competences and a number of other elements. In order to successfully perform its role in this process and thereby create an organizational and technical basis for the organization's development in accordance with the requirements from the environment, human resource management must also digitally transform its own sphere of work.

*Key words:* digital transformation, human resource management, organization, process, jobs

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## **Analiza intra-industrijske trgovine između Srbije i Evropske unije**

Tokom druge polovine XX i početkom XXI veka u svetskoj ekonomiji su se desile brojne promene koje su uticale na pad transportnih troškova što je uz liberalizaciju međunarodne trgovine rezultiralo značajnim rastom trgovinske razmene između zemalja. Pored rasta razmene proizvoda različitih sektora privrede između zemalja, dolazi i do značajnog rasta razmene proizvoda istog privrednog sektora. Intra-industrijska trgovina predstavlja istovremeni izvoz i uvoz proizvoda istog sektora privrede. U velikom broju razvijenih, ali i zemalja u razvoju, značajan deo međunarodne robne razmene odvija se unutar iste industrije. Procenjuje se da na globalnom nivou intra-industrijska trgovina čini oko jedne četvrtine međunarodne robne razmene. U radu je analiziran obim intra-industrijske trgovine Srbije i Evropske unije koja predstavlja njenog najznačajnijeg spoljno-trgovinskog partnera. Za merenje nivoa intra-industrijske trgovine korišćen je Grubel - Lojdov (Grubel - Lloyd) indeks intra-industrijske trgovine. Vrednost ovog indeksa za Srbiju 2017. godine iznosila je 0,538. Na osnovu dobijenih rezultata u radu će biti ukazano na značaj ovog vida trgovine između Srbije i EU.

*Ključne reči:* intra-industrijska trgovina, GL indeks, Srbija

## **Analysis of Intra-industrial Trade between Serbia and the European Union**

During the second half of the 20<sup>th</sup> and the beginning of the 21<sup>st</sup> century, a number of changes occurred in the world economy causing a fall in transport costs, which, with the liberalization of international trade, resulted in significant growth in trade between countries. In addition to the growth of the product exchange from different industry sectors between countries, there was also a significant increase in the exchange of products from the same industry sector. Intra-industrial trade represents the simultaneous export and import of products from the same industry sector. In a large number of developed and developing countries, a significant part of international commodity exchange takes place within the same industry. It is estimated that at a global level intra-industrial trade accounts for about 25% of international commodity exchange. The paper analyses the size of intra-industrial trade between Serbia and the European Union, which is Serbia's most important foreign trade partner. Grubel - Lloyd (GL) index of intra-industrial trade was used to measure the level of intra-industrial trade. The value of GL index for Serbia in 2017 was 0.538. Based on the obtained results, the paper will point out the importance of this type of trade between Serbia and the EU.

*Key words:* intra-industrial trade, GL index, Serbia

## **Od poklicnega svetovanja do svetovanja za kariero**

V prispevku predstavljamo nove izzive na področju vodenja kariere. Pri tem posebej izpostavljamo vlogo svetovalcev, ki morajo v novih zelo dinamičnih razmerah na trgu dela prevzemati drugačno vlogo, pristope in metode dela, kot so jih imeli sicer. Avtoriteta svetovalca se zamenjuje s partnerskim sodelovanjem, pomembna sta tudi empatija in zaupanje, pri čemer mora posameznik, ki se neprestano znajde v prehodih, zavzeti avtonomno držo in sam postavljati sebi merila za uspešno kariero. V ta namen predstavljamo izhodišča za sodobno karierno svetovanje, pri tem pa se opiramo na spoznanja iz psihologije in drugih relevantnih znanosti, na koncu pa predstavljamo predloge in rešitve za tiste, ki delajo na tem področju.

*Ključne besede:* avtonomija, socialno učenje, konstruiranje kariere, svetovanje za kariero

## **From Vocational to Career Counselling**

In the paper, we present new challenges in the field of career management. In this context, we highlight the role of counsellors who, in new and very dynamic conditions on the labour market, need to take on a different role, approaches and methods of work, as they have taken otherwise. The counsellor's authority is replaced by partnership cooperation, where empathy and trust are of great importance and where an individual who is constantly in transition has to take a more autonomous posture and satisfy their own criteria for a successful career. For this purpose, we present the starting points for modern career counselling, drawing on the lessons from psychology and other relevant sciences, and finally we present proposals and solutions for all who work in this field.

*Key words:* autonomy, social learning, career construction, career counselling

## **Ponašanje zaposlenih usmereno na potrebe klijenta kao faktor njihove lojalnosti**

Na percepcije klijenta vezanih za kvalitet usluga koje im se pružaju veliki uticaj imaju zaposleni koji tu uslugu direktno isporučuju. Pokazalo se da je za ukupno zadovoljstvo klijenata uslugom veoma važno stvoriti određeni nivo zadovoljstva svakom dimenzijom kvaliteta usluge, gde spadaju: opipljivost, pouzdanost, sigurnost, odgovornost i empatija. Pritom, za većinu dimenzija kvaliteta usluge zaduženi su oni zaposleni koji uslugu direktno isporučuju. Polazeći od činjenice da su zaposleni jedan od integralnih elemenata marketing miksa sve veći broj uslužnih organizacija shvata značaj izgradnje i negovanja dobrih odnosa sa zaposlenima, očekujući da će se to reflektovati i na kvalitet isporučene usluge. Polazeći od navedenog, cilj autora u radu je da istraže u kojoj meri na lojalnost i zadovoljstvo klijenata u preduzećima u Republici Srbiji utiče ponašanje zaposlenih koje demonstriraju prilikom pružanja usluge. Empirijsko istraživanje realizovano je na uzorku malih i srednjih preduzeća na teritoriji jugoistočne Srbije. Teorijske implikacije rada ogledaju se u tome što daje pregled najsavremenije literature koja proučava uticaj ponašanja zaposlenih na lojalnost i zadovoljstvo klijenata, dok se praktične implikacije ogledaju u preporuci da je u cilju postizanja visoke stope zadržavanja klijenata važno da zaposleni da budu orijentisani na potrebe korisnika usluge.

*Ključne reči:* zaposleni, ponašanje, klijenti, usluga, lojalnost

## **Employees` Behavior Oriented Towards Customers` Needs as a Factor of their Loyalty**

The perceptions of the clients regarding the quality of services they receive are greatly influenced by the employees who directly deliver that service. It turned out that for the overall satisfaction of clients with a service, it is very important to create a certain level of satisfaction with each dimension of service quality, including tangibility, reliability, security, responsibility and empathy. In addition, those employees who deliver the service directly are the ones in charge of most of the service quality dimensions. Based on the fact that employees are one of the integral elements of marketing mix, an increasing number of service organizations is becoming aware of the importance of building and maintaining good relationships with employees, expecting that this will reflect in the quality of the delivered services. Having this in mind, the aim of the authors is to investigate to what extent loyalty and the satisfaction of clients in companies in the Republic of Serbia are influenced by the behavior of employees when providing the service. The empirical research was carried out on a sample of small and medium-sized enterprises in southeastern Serbia. The theoretical implications of the paper are reflected in an overview of the most up-to-date literature that examines the impact of employees' behaviour on customer loyalty and satisfaction, while practical implications are reflected in the recommendation that, in order to achieve a high customer retention rate, it is important for the employees to be oriented towards the needs of the service user.

*Key words:* employees, behavior, clients, service, loyalty

## **Posebnosti menadžmenta malih i srednjih poduzeća**

Menadžment se može definirati kao proces rada s drugima i pomoću drugih na ostvarivanju ciljeva organizacije u pomjenljivoj okolini uz efektivnu i efikasnu upotrebu ograničenih resursa. Menadžment je univerzalno primjenjiv u svim vrstama organizacija, na svim razinama organizacija, u velikim i malim organizacijama, na svim područjima ljudske djelatnosti gdje radi dvoje ili više ljudi na zajedničkom poslu. Ipak brojna su istraživanja i iskustva pokazala da ne postoji »jedan najbolji način« za sve organizacije, već da je rezultat poslovanja poduzeća povezan s nizom različitih utjecaja. U svom povjesnom razvoju gospodarstva prolaze kroz pojedine razvojne faze, a zadnja faza je temeljena na inovacijskim faktorima. Ova faza predstavlja posebnu priliku i izazov za sektor malih i srednjih poduzeća koja su postala važan generator novog zapošljavanja i kreiranja dodatne vrijednosti. Brojne su posebnosti menadžmenta malih i srednjih poduzeća, ali u ovom radu će se obraditi: odnos poduzetnik – menadžer, oblik vlasništva poduzeća, utjecaj obitelji, okruženje sektora i pristup financijskim sredstvima.

*Ključne riječi:* menadžment, mala i srednja poduzeća, poduzetništvo

## **Special Features of Management of Small and Medium-Sized Enterprises**

Management can be defined as a process of working with and helping others to achieve goals of the organization in a changeable environment with the effective and efficient use of limited resources. Management is universally applicable to all types of organizations, on all levels of organizations, in large and small organizations, in all areas of human activities where two or more people work together on joint work. Nevertheless, many researches and experiences have shown that there is no best way for all organizations to follow, but that there are a number of different influences related to the result of business performance. In their development through history, economies have been going through individual development phases and the last phase is based on innovation factors. This phase represents a special opportunity and challenge for small and medium-sized enterprises, which have become an important generator of new employment and of creating added value. There are numerous specialities of small and medium-sized enterprises, but this paper will deal with entrepreneur-manager relationship, the form of the enterprises ownership, family impact, sector environment and access to financial resources.

*Key words:* management, small and medium-sized enterprises, entrepreneurship



## **Pravni vidiki odpadkov in embalaž**

V Sloveniji smo po podatkih SURS v letu 2017 ustvarili več kot 6,1 milijona ton odpadkov, v letu 2016 pa 5,4 milijona ton. Investicije za varstvo okolja v industriji so leta 2017 znašale 111,07 milijona EUR, leta 2016 pa 88,92 milijonov EUR. Študija (2017) o pravno urejenem, okolju prijaznem in gospodarsko učinkovitem ravnanju z odpadno embalažo v Sloveniji prikazuje, da je teža embalaže, dane na trg v RS od leta 2006 do 2016, narasla iz 152.416,40 ton na 224.622,49 ton. Odpadki in embalaža so družben problem ter predmet pravnega urejanja na mednarodni, evropski in nacionalni ravni. Področje je obsežno ter podvrženo številnim spremembam reguliranja ter zaradi tega pravno nestanovitno. Podjetja pa morajo v svoje poslovanje odpadke in embalaže vključiti preko različnih politik (okoljske, investicijske, potrošniške, davčne) ter ustrezno evidentirati dogodke, se registrirati pri pristojnih institucijah, oddajati poročila in obračune ter plačevati obvezne dajatve. V članku predstavimo osnovne pojme – odpadek in embalažo ter njuno nadaljnjo delitev, osnovne obveznosti podjetji ter strukturo pravne ureditve odpadkov in embalaže.

*Ključne besede:* odpadek, embalaža, pravno urejanje

## **Legal Aspects on Waste and Packaging**

Slovenian statistic data shows that amount of waste produced in 2017 was 6.1 billion tonnes and 5,4 billion tonnes in 2016. Investments for environmental protection in industry were 111.07 billion EUR in 2017 and 88,92 billion EUR in 2016 in total. The study (2017) on legally regulated, environmentally friendly and economically efficient handling of waste packaging in Slovenia showed that packaging weight put on the Slovenian market increased from 152.416,40 tonnes in 2006 to 224.622,49 tonnes in 2016. Waste and packaging are a social problem and subject to legal regulation on the international, european and national level. It embraces an enormous system of legal acts, which are subject to periodical changes, therefore making the system still legally unstable. Companies have to include waste and packaging into their business through diverse politics (environment, investment, consumers, taxes) and record events appropriately, submit official registrations and reports and execute mandatory duty payment. This article presents basic concepts – waste and packaging and their further divisions, the principal companies' obligations and the structure of legal regulation.

*Key words:* waste, packaging, legal regulation

## **Upravljanje promenama u visokom obrazovanju - kompleksnost liderstva**

U radu se metodom teorijske analize nastoje sagledati vrednosti koje su u osnovi transformacije upravljanja visokim obrazovanjem u savremenim promenama od »ekonomije znanja« ka »ekonomiji stvaralaštva«. Vrednosti kao što su transparentnost, kolaboracija, meritokratija i samoodređenje, smatraju se predznacima ili osnovnim odrednicama novih pristupa upravljanju u visokoškolskim institucijama kako bi se u istima izvršila fundamentalna transformacija menadžmenta u cilju usaglašavanja visokoškolskog obrazovanja sa očekivanjima sveta rada. U ovom okviru razmatra se značaj liderstva i organizacione kulture za promene koje se očekuju; posmatraju se iz ugla kompleksnosti uloga i svojstava efektivnog lidera, određenog sposobnostima da održi višestruki profesionalni i multifunkcionalni status. Kompleksnost stilova liderstva analizira se iz ugla transformacionog vođstva, kao najuticajnijeg u visokom obrazovanju i elemenata bihevioralnih kvaliteta (inspirativni uticaji - motivisanje saradnika; personalizovani pristupi u komunikaciji; intelektualna stimulacija ...) i prelazak na tehniku vođenja facilitacijom.

*Ključne reči:* visoko obrazovanje, liderstvo, upravljanje promenama

## **Management of Changes in Higher Education – the Complexity of Leadership**

The study seeks to view the values underlying the transformation of higher education management in contemporary changes from the "knowledge economy" to the "economy of creativity". Values such as transparency, collaboration, meritocracy and self-determination are considered to be signs or basic guidelines of new approaches to management in higher education, in order to make a fundamental transformation of their management for the purpose of harmonisation of higher education with expectations of the world of work. In this context the importance of leadership and organisational culture for the expected changes is also considered; it is viewed from the perspective of the complexity of roles and properties of an effective leader, determined by the ability to maintain a multiple professional and multifunctional status. The complexity of leadership styles is analysed from the angle of transformational leadership as the most influential one in the higher education and the elements of behavioural qualities (inspirational influences – motivating co-workers, personalised approaches in communication, intellectual stimulation ...) and the transition to the facilitation guidance technique.

*Key words:* higher education, leadership, management of changes

## **Motivacija zaposlenih u javnom sektoru**

Predmet ovog rada jeste motivacija kao i motivacione tehnike koje se primjenjuju s ciljem usmjeravanja ljudskog ponašanja u javnom sektoru. Postoji mnogo faktora koji motiviraju pojedinca i utiču na njegovo zadovoljstvo. Cilj rada je predstaviti motivaciju kao pokretač koji pozitivno utiče na nivo poslovanja u javnom sektoru. Savremeni pristup procjenjuje svakog zaposlenog ponaosob i prilagođava mu način odnosno tehniku motiviranja kako bi iz svakog pojedinca izvukao najbolje rezultate. Da bi se ostvarili najbolji rezultati potrebno je kod pojedinca prepoznati što je to što ga ispunjava i čini zadovoljnim. Svaki pojedinac je poseban, ima druge interese i vrijednosti, zbog čega se menadžer mora prilagoditi zaposleniku, te odabrati koji način motiviranja da primjeni. Specifičnost javnog sektora dodatno usložnjava ulogu menadžera u motivisanju zaposlenih. Ljudski potencijali imaju gotovo neograničenu mogućnost razvijanja, te su najznačajniji resurs za ostvarivanje ciljeva jedne kompanije. Da bi se ljudi usmjerili da djeluju u željenom smjeru potrebno je istražiti šta je ono što zaposlenog motiviše, šta je ono što njegovo radno mjesto čini inspirativnim i što zadovoljava njegove potrebe.

*Ključne reči:* motivacija, javni sektor, motivacione tehnike, menadžer

## **Motivation of Employees in the Public Sector**

The subject of this paper is motivation as well as motivational techniques that are applied so as to efficiently guide human behavior in the public sector. There are many factors that motivate an individual and affect their satisfaction. The aim of this paper is to present motivation as a driver that positively influences the level of business productivity and efficiency in the public sector. Modern approach makes assessment of each employee individually and adjusts its mode, that is, the technique of motivation to each individual in order to get the best results. In order to achieve the best results, it is necessary to identify what fulfills an individual and makes them complacent. Each individual is unique, has their own set of interests and values, which is why a manager must adapt to the needs of an employee and choose which motivation to apply. The specificity of the public sector further complicates the role of managers in motivating their employees. Human resources have almost unlimited potential for development and are the most important resource for achieving a company's goals. In order for people to be guided in the desired direction, it is necessary to explore what motivates employees, what makes their workplace inspirational and what meets their needs.

*Key words:* motivation, public sector, motivational techniques, manager

## **Menadžment u obrazovanju - opravdanja, mogućnosti i rizici**

Kao cilj rada postavlja se sagledavanje implikacija uvođenja menadžmenta u obrazovni proces. Procesu aktuelizovanja menadžmenta obrazovanja pristupamo kritički i analitički usmeravajući se, pre svega, na njegove implikacije za visokoškolsko obrazovanje. Prvi zadatak podrazumeva analizu savremenih društvenih procesa koji opravdavaju uvođenje menadžerskog koncepta obrazovanja, procesa koji je uslovljen i procesom globalizacije, sve većom potrebom za visokoškolskim obrazovanjem, kao i promenama u načinu finansiranja visokoškolskog obrazovanja. Drugi zadatak podrazumeva sagledavanje mogućnosti koje se javljaju kao implikacija aktuelizovanja menadžmenta u obrazovanju, u okviru kojeg se sprovode i kurikulame reforme, posledično uvode se i predmeti o preduzetničkom obrazovanju, time se povećavaju šanse za interdisciplinarna istraživanja na ovu temu. Međutim, potrebno je sagledati i pojedine rizike koje podrazumeva uvođenje menadžmenta u obrazovni proces: (1) zabrinutost zbog sve veće tržišne usmerenosti koja se negativno odražava na unutrašnju autonomiju institucija visokoškolskog obrazovanja, (2) smanjuje se uloga visokoškolskih institucija kao kritičara društva. Kao zaključak rada ističe se značaj suočavanja sa brojnim kontroverzama koje podrazumeva menadžment u obrazovanju. Ipak, njegova aktuelnost ukazuje na neophodnost proučavanja ove tematike.

*Ključne reči:* menadžment u obrazovanju, obrazovni proces, visokoškolsko obrazovanje, rizici

## **Management in Education - Justification, Opportunities and Risks**

The aim of this paper is to examine the implications of introducing management in educational process. Our approach to the process of actualizing education management is analytical and critical, focusing, above all, on its implications for higher education. The first task implies the analysis of contemporary social processes which justify the introduction of a managerial concept of education, a process which is shaped by the process of globalization, a growing need for higher education, and changes in the way of financing higher education. The second task includes considerations which emerge as an implication of the actualization of management in education, within which curricular reforms are being implemented, as well as the subjects of entrepreneurial education, thus increasing the chances for interdisciplinary research on this subject. However, it is also necessary to pay attention to certain risks that should be considered when it comes to introducing management in the process of education: (1) the concern because of the growing market orientation, which negatively affects the internal autonomy of higher education institutions, (2) the role of higher-education institutions as critics of society is reducing. As a conclusion, the importance of dealing with a number of controversies, which involving management in education implies, is emphasised. Nevertheless, the reality of this topic points to the necessity of its inquiry.

*Key words:* management in education, education process, higher education, risks

## **Insceniranje pravil**

V Slovenski ekonomski literaturi se srečujemo s številnimi pojmi o sodobnem pojmovanju ekonomskih zakonitosti in pravil. Za sodobno družbo je značilno, da ima uvedena številna pravila, ki jih ljudje bolj ali manj spoštujejo. Z metodo šestih klobukov v članku preučujemo problem prirejenih pravil glede na različne elemente. V članku preučujemo pravilo, ki ga je leta 2012 postavil znani slovenski ekonomist dr. Janez Šušteršič. S pravilom je okoval celotno Slovenijo. Rezultati raziskave nakazujejo, da lahko nedorečena pravila v Sloveniji privedejo do zablode oz. incidenta.

*Ključne besede:* ekonomija, Slovenija, pravila

## **Adapting Rules**

In Slovenian economic literature, we are faced with a number of notions about the contemporary concepts of economic laws and rules. Having a number of rules, which are more or less respected by people, is the characteristic of modern society. Using the six hats method, the article examines the problem of adapted rules according to various elements. In this paper, we are studying the rule that was put in place by the well-known Slovenian economist dr. Janez Šušteršič. With the rule, he chained the entire Slovenia. The results of the research indicate that undefined rules in Slovenia can lead to delusion or incident.

*Key words:* economics, Slovenia, rules

## Nakupne odločitve na trgu zdravil

Življenje posameznika v 21. stoletju ni enostavno, saj se kot potrošnik vsakodnevno srečuje s številnimi nakupnimi odločitvami. Nekatere od teh so rutinske, spet druge od posameznika zahtevajo visoko stopnjo angažiranosti. Še posebej to velja za tiste odločitve, pri katerih ima napačna odločitev potencialno usodne posledice. Sem zagotovo sodijo tudi odločitve, ki so povezane z našim zdravjem in/ali nakupom zdravil. Če je še pred časom veljalo, da naj bi potrošniki informacije o boleznih, načinih zdravljenja in zdravilih pridobivali le pri zdravnikih in farmacevtih v lekarnah, je danes drugače. V 21. stoletju je do informacij mogoče priti na različnih mestih, hkrati pa je skrb za zdravje eden izmed glavnih ciljev posameznika in družbe kot celote. Posamezniki želimo biti vedno bolj aktivno vključeni v odločitve, povezane z našim zdravjem, zato se poslužujemo različnih virov informacij, tudi oglaševanja. V empiričnem delu prispevka predstavimo rezultate kvantitativne metode raziskovanja, s katero smo proučevali dejavnike, ki vplivajo na zdravnike pri predpisovanju zdravil, ter mnenje potrošnikov o učinkih oglaševanja zdravil na njihovo nakupno ravnanje. Ugotovili smo, da zdravniki pri predpisovanju zdravil v največji meri upoštevajo odnos med stroški in koristmi zdravila ter značilnosti zdravila, medtem ko na predpisovanje ne vplivata blagovna znamka in oglaševanje. Oglaševanja kot koristnega vira z zdravjem povezanih informacij ne prepoznajo niti potrošniki.

*Ključne besede:* potrošnja, nakupni proces, proces odločanja, oglaševanje zdravil, Slovenija

## Purchase Decisions on the Medicine Market

In the 21<sup>st</sup> century, life of an individual is not easy, as he is faced with numerous purchasing decisions on a daily basis as a consumer. Some of these are routine and others require a high degree of engagement. This is especially true for decisions, where the wrong one has a potentially fatal impact. Among these decisions are also those connected with our health and/or the purchase of medicine. If it was still true some time ago that consumers were obtaining information about diseases, treatments and medicine only from doctors and pharmacists at the chemist's, this has changed a lot today. Not only that information is available in different places, health care has become one of the main goals of an individual and the society as a whole in the 21<sup>st</sup> century. Individuals want to be more and more actively involved in taking care of our own health, therefore we use various sources of information, including advertising. In the empirical part of the paper we present the results of the quantitative method of research, which examined the factors that influence doctors when prescribing medicine and the opinion of consumers about the effects of medicine advertising on their buying behaviour. We have found out that when prescribing medicine, doctors take into account the relationship between the costs and benefits of the medicine and also the characteristics of the medicine, while the prescription is not affected by the brand and advertising. Advertising is also not recognised by consumers as a useful source of health-related information.

*Key words:* consumption, purchase process, decision-making process, advertising of medicine, Slovenia

## **Možni ekonomski učinki zdravljenja bolnišnične podhranjenosti**

Bolnišnična podhranjenost ni le resen zdravstveni problem, temveč tudi finančno breme, saj je povezana s pogostejšimi zapleti kirurškega zdravljenja, večjo smrtnostjo in daljšo ležalno dobo. Naložbe v prehransko zdravljenje zagotavljajo ugodne ekonomske učinke. Za oceno stanja podhranjenosti v Splošni bolnišnici Novo mesto smo uporabili neinvazivne metode; orodje za prehransko presejanje Nutritional risk screening (2002), pregled bolnikove elektronske zdravstvene dokumentacije in izmerili zavržke hrane. Leta 2016 smo na vzorcu 125 bolnikov (31,6 % vseh bolnikov) ocenili, da ima kar 44 % bolnikov srednje ali visoko tveganje za podhranjenost. Podhranjeni bolniki so prehransko obravnavani dvanajsti dan po sprejemu, tudi zaradi pomanjkanja kadrov in slabe prepoznave podhranjenosti. Ležalna doba obravnavanih podhranjenih bolnikov je dvakrat daljša (10 dni) kot znaša povprečna ležalna doba v bolnišnici (5,2 dni), kar poviša stroške zdravljenja posameznega bolnika. Dve petini obrokov je bilo zaužito polovično ali manj. Leta 2017 smo zavrgli 17 % pripravljene hrane (111 ton letno). V bolnišnici analize, koliko nas podhranjenost stane, še nimamo. S preteklimi analizami in manjšimi ukrepi smo ugotovili, da je treba aktivnejše pristopiti k prehranskemu zdravljenju, kar trajno rešuje nov zdravstveni program Klinična prehrana, za katerega smo zaprosili.

*Ključne besede:* podhranjenost, ekonomske koristi, nov zdravstveni program, bolnišnica

## **Possible Economic Effects of Treating Hospital Malnutrition**

Hospital malnutrition is not only a significant clinical problem but also imposes a financial burden by provoking a higher rate of surgical complications, mortality and longer hospital stays. Investments in nutritional therapy provide beneficent economic effects. Non-invasive methods were used to evaluate malnutrition in General Hospital Novo mesto; nutrition screening tool Nutritional risk screening (2002), a review of the patient's electronic health records and the measurements of the discarded food. In 2016, based on the sample of 125 patients (31.6% of all patients), we estimated that as many as 44% of patients had a medium or high risk of malnutrition. Malnourished patients received nutritional treatment on the twelfth day after admission, also due to lack of staff and poor recognition of malnutrition. The average length of their stay is twice as long (10 days) as the average length of stay (5,3 days), which increases the costs of malnourished patients' treatment. Two fifths of meals were partly or barely consumed. 17% of the prepared food (111 tons) was thrown away in 2017. The economic impact of treating malnutrition in our hospital is not estimated yet. With past analyses and a range of measures, we established that a more active approach to nutritional treatment is needed. This can be permanently solved by a new healthcare programme Clinical nutrition, which we have applied for.

*Key words:* malnutrition, economic benefits, new health programme, hospital

## **Intelektualni kapital i konkurentska prednost**

U globalnoj ekonomiji proces istraživanja intelektualnog kapitala doprinosi razumijevanju nove prirode konkurentnosti nacionalnih ekonomija. Ekonomija bazirana na znanju zasniva se na sve značajnijem udjelu nematerijalnih faktora. Razumijevanje uloge nematerijalnih faktora kao ekonomskih pokretača i osnove za sticanje konkurentske prednosti je od strateškog značaja. Inovacije i znanje su nove mjere konkurentnosti na globalnom nivou. Dobro iskorišteni intelektualni potencijali u dužem vremenskom periodu daju efekte i održavaju konkurentnost zemlje stabilnom onda kada se oni kontinuirano unapređuju kroz inovacije, obogaćivanje znanja, razvoj ljudskog kapitala i poslovnih mreža. Ovaj rad analizira globalnu konkurentnost zemalja sa posebnim osvrtom na ulogu intelektualnog kapitala u njihovoj poziciji na svjetskoj ljestvici konkurentnosti, kao i preduvjetima za iskorištavanje potencijala intelektualnog kapitala na nivou jedne zemlje.

*Ključne riječi:* konkurentnost, intelektualni kapital, inovacije

## **Intellectual Capital and Competitive Advantage**

In the global economy, the process of researching intellectual capital contributes to the understanding of the new nature of national economies competitiveness. Non-material factors are increasingly influencing the knowledge-based economy. Understanding the role of non-material factors as economic drivers and the basis for acquiring competitive advantage is of strategic importance. Innovation and knowledge are new measures of competitiveness on a global level. The highly exploited intellectual potential of the country gives effects that keep a country's competitiveness stable. This is possible when potentials are continuously developing through innovation, knowledge, human capital development and business networks. This paper analyses the global competitiveness of countries with a special emphasis on the role of intellectual capital in their position on the global competitiveness scale. The paper identifies preconditions for exploiting the potential of intellectual capital at the level of an individual country.

*Key words:* competitiveness, intellectual capital, innovation



## **Lideri nove stvarnosti**

Menadžment je danas izložen snažnim promenama u organizovanom načinu rada i života. U svetu je u toku revolucija menadžerskog načina razmišljanja i snažan interes za ljudski potencijal. Ove promene reflektuju se u pojačanoj stranoj konkurenciji, padu produktivnosti, brzim tehnološkim promenama, inovacijama i promenama u strukturi radne snage. Posebna pažnja poklanja se definisanju, oblikovanju, razvoju ličnosti lidera, njegovih sposobnosti, veština. Da li se lider nalazi u svakom od nas, da li se rađa ili obrazuje – šta čini njegovu najveću snagu – pol, rasa, intelekt, fizičke osobine, energija, sposobnost funkcionisanja u društvu, uticaj porodice, moral, integritet, intima sopstvene ličnosti, identitet, samopoštovanje, motivacija, kontakt sa ljudima, sposobnost za komunikaciju, sklonost za čitanje i pisanje, poznavanje matematike, sposobnost kompleksnog razmišljanja, poznavanje industrije, poznavanje tržišta, neprestano sticanje znanja ... (Haas, Tamarkin, 1995) ... Možemo li danas stvoriti lidera koji razmišlja u globalnim okvirima, sa sposobnošću globalnog timskog rada i funkcionisanja u globalnom sistemu komunikacije, možemo li danas put ka intimnoj odiseji koja zahteva mudrost, kreativnost, preuzimanje rizika, fleksibilnost ...

*Cljučne reči:* menadžment, liderstvo, promene, kreativnost

## **Leaders of New Reality**

Today, management is exposed to strong changes in the organized way of working and living. In the world there is a revolution in the managerial way of thinking and a strong interest in human potential. These changes are reflected in increased foreign competition, productivity decline, rapid technological changes, innovations and changes in the structure of the workforce. Special attention is paid to defining, shaping and developing the personality of the leader, his abilities and skills. Whether the leader is in each of us, whether they are born or educated - what makes their greatest strength - gender, race, intellect, physical characteristics, energy, ability to function in society, family influence, morality, integrity, the intimacy of one's own personality, identity, self-esteem, motivation, contact with people, ability to communicate, preference to read or write, knowledge of mathematics, ability to think comprehensively, knowledge of industry, knowledge of the market, continuous acquisition of knowledge ... (Haas, Tamarkin, 1995) ... Can today a leader be created who thinks globally, has the ability of global team work and functions in a global communication system, can we today trace a path of an intimate odyssey that requires wisdom, creativity, risk taking, flexibility ...

*Key words:* management, leadership, change, creativity

## **Evropski vodič za pripravo kakovostnih nacionalnih programov za obvladovanje raka**

V okviru projekta Evropskega partnerstva za boj proti raku (EPAAC JA) je bil razvit Evropski vodič za pripravo kakovostnih nacionalnih programov za obvladovanje raka, katerega glavni cilj je bil zagotoviti celovito predlogo, ki vključuje vsa glavna področja, ki naj bi jih kakovosten nacionalni program za obvladovanje raka vključeval, tako na ravni posameznika kot na ravni sistema. Nacionalni programi za obvladovanje raka predstavljajo najpomembnejši instrument zdravstvene politike pri upravljanju vseh različnih dimenzij problema raka. Vodič je razvila skupina strokovnjakov iz evropskih držav članic na podlagi poročila o nacionalnih programih za obvladovanje raka, ki vključuje analizirane rezultate raziskave o nacionalnih programih za obvladovanje raka v EU. Vodič je razdeljen v tri ključne sklope – preprečevanje raka, celostna oskrba in podpome funkcije v zdravstvenem sistemu. Služil naj bi kot pomoč oblikovalcem politik, ki želijo celovito pristopiti k politiki obvladovanja raka, pripraviti kakovosten ali prilagoditi obstoječ nacionalni program na višjo raven kakovosti in biti učinkovitejši pri reševanju problematike raka.

*Ključne besede:* rak, obvladovanje, vodič

## **European Guide for High Quality National Cancer Control Programmes**

In the framework of the European Partnership for Action Against Cancer (EPAAC), the European Guide for Quality National Cancer Control Programmes (Guide) was developed. The main aim of the Guide was to provide a complete source material that includes all the main areas that a quality national cancer control programme should include, both at the individual level and at the level of the system. National cancer control programmes represent the most important health policy instrument in managing of all different dimensions of cancer. The Guide was developed by a group of experts from the European Member States, on the basis of a report on national cancer control programmes, which includes the analysed results of the research on national cancer control programmes in the EU. The Guide is divided into three key sets - cancer prevention, integrated care and support functions in the health system. It is supposed to serve as an aid to policy makers who want to integrate fully into cancer management, prepare a quality or adapt the existing national programme to a higher level of quality and be more effective in solving cancer problems.

*Key words:* cancer, managing, guide

## **Franšiza kao uspešan koncept u međunarodnom hotelskom poslovanju**

Razvoj koncepta franšizinga u međunarodnom hotelskom poslovanju jasno ukazuje na njegove prednosti. Dokaz za to su veliki hotelski lanci iz SAD koji su bili pioniri u primeni franšizije kao poslovnog koncepta u međunarodnom hotelskom poslovanju. Počeci sprovođenja poslovanja prema ovom konceptu se vezuju za 1954. godinu i hotelski lanac Holiday Inn. Pri tome treba imati u vidu da je 90 % svih kompanija koje se danas bave franšizingom, nastalo posle 1954. godine. Razvoj je bio brz i ne samo da je obezbeđivao prodor na nova tržišta, već i širenje sistema franšizinga koji su kasnije počeli da se primenjuju i hotelski lanci van SAD. Najveća prednost franšize je što se ulaskom u poslovni sistem velikog hotelskog lanca obezbeđuje tržište, čime primalac franšize praktično preskače sve faze osvajanja tržišta i rizike poslovanja. Najveći korporativni hotelski lanci i danas široko koriste sistem franšizinga u nacionalnim i međunarodnim razmerama, a to su: Wyndham Hotel Group, Choice Hotels International, InterContinental Hotels Group, Hilton Hotels Corporation, Marriott International, Accor, etc.

*Ključne reči:* hotelski lanci, davalac franšize, primalac franšize, osvajanje tržišta

## **Franchise as a Successful Concept in the International Hotel Business Performance**

The development of a franchising system in international hotel business performance clearly shows its advantages. Evidence for this are large hotel chains from the US that were the pioneers in the implementation of franchise as a business concept in the international hotel business performance. The beginnings of doing business according to this concept go back to 1954 and the hotel chain Holiday Inn. It should be borne in mind that 90% of all franchising companies have been created since 1954. The development was fast and not only provided the penetration of new markets, but also the expansion of the franchising system, which later began to be used at hotel chains outside the US. The biggest advantage of the franchise is that by entering into the large hotel chain's business system, the market is secured, with the franchisee practically skipping all stages of market conquest and business risk. The largest corporate hotel chains still use wide-ranging franchising systems nationally and internationally: Wyndham Hotel Group, Choice Hotels International, InterContinental Hotels Group, Hilton Hotels Corporation, Marriott International, Accor, etc.

*Key words:* hotel chains, franchiser, franchisee, market expansion

## **Porazdelitev dohodka in potrošnja slovenskih gospodinjstev**

Ena izmed najpogosteje izpostavljenih slabosti delovanja tržnega mehanizma je naraščajoča dohodkovna in premoženjska neenakost v družbi. Porazdelitev dohodka pa je najpogosteje uporabljena mera raziskovanja ekonomske neenakosti. Država blaginje poskuša z različnimi ukrepi prerazdeljevati dohodek in zagotoviti posamezniku določen minimalni življenjski standard. Država blaginje vodi politiko prerazporeditve dohodka od tistih z višjimi dohodki k tistim z nižjimi dohodki in se ob tem poslužuje različnih instrumentov, kot so na primer davki in prispevki. Ob vsem tem se pojavlja vprašanje učinkovitosti in ekonomske motivacije. Raziskovanje porazdelitve dohodka zajema različne pristope, med pogosto uporabljenimi velja Ginijev koeficient koncentracije v povezavi s krivuljo kumulativne frekvenca. Potrošnja gospodinjstev na drugi strani predstavlja pomembno komponento v strukturi bruto domačega proizvoda, kar pomeni, da je vloga potrošnje v gospodarstvu pomembna. Potrošnja gospodinjstev je odvisna od dohodka, ki ga posamezniki prejemajo in njihovega zadolževanja. Potrošno obnašanje individualnih gospodinjstev vpliva na agregatno potrošnjo, ki je odvisna od inflacije, obrestnih mer, stopnje brezposelnosti in drugih makroekonomskih kazalcev. V prispevku analiziramo porazdelitev dohodka in potrošnjo slovenskih gospodinjstev.

*Ključne besede:* dohodek, potrošnja, porazdelitev dohodka, gospodinjstvo, BDP

## **The Distribution of Income and the Consumption in Slovenian Households**

One of the most commonly exposed weaknesses of the functioning of the market mechanism is the growing income and welfare inequality in the society. The distribution of income is the most commonly used measure for researching economic inequality. A welfare state redistributes income in different ways and enables an individual a certain minimal standard of living. A welfare state conducts income redistribution policy from those with higher income to those with lower income using different instruments such as taxes and contributions. All this leads to the question of effectiveness and economic motivation. There are different approaches for researching the distribution of income among which a commonly used one is the Gini coefficient connected with the cumulative frequency curve. On the other hand, household consumption represents an important component in the structure of gross domestic product, which means that the role of the consumption in the economy is important. Household consumption depends on the income an individual receives and their borrowing. The consumption behaviour of an individual household affects aggregate consumption, which is further depended on inflation, interest rates, unemployment rate and other macroeconomic indicators. In the paper we analyse the distribution of income and the consumption in Slovenian households.

*Key words:* income, consumption, distribution of income, household, GDP

## **Zadovoljstvo in zvestoba slovenskih uporabnikov mobilne telefonije**

Na zadovoljstvo uporabnika storitev mobilne telefonije vplivajo različni dejavniki, kot so njegova pričakovanja, zaznana kakovost in zaznana vrednost storitev ter poprodajne storitve ponudnika. Trg storitev mobilne telefonije se zelo hitro razvija. Od ponudnikov terja nenehno iskanje učinkovitih načinov, kako pridobiti nove in kako obdržati obstoječe uporabnike. Ovir na trgu za prehajanje uporabnikov od ponudnika k ponudniku je vsako leto manj in zaradi slednjega je vedno večja težnja, da ponudniki »ustvarijo« zvestega uporabnika. Vsekakor je zadovoljstvo predpogoj za njegovo zvestobo. V prispevku bomo predstavili rezultate raziskave zadovoljstva slovenskih uporabnikov storitev mobilne telefonije. Raziskava je temeljila na raziskovalnem modelu, oblikovanem iz predhodnih dejavnikov zadovoljstva in zadovoljstva ter zvestobe uporabnika. Podatki za preizkus raziskovalnega modela so bili zbrani s pomočjo strukturiranega anketnega vprašalnika, v vzorec pa je bilo vključenih naključnih 268 uporabnikov storitev mobilne telefonije. Na podlagi rezultatov statistične analize smo ugotovili, kakšna je povezanost in odvisnost med preučevanimi posameznimi dimenzijami znotraj raziskovalnega modela.

*Ključne besede:* zadovoljstvo uporabnikov, zvestoba uporabnikov, storitve mobilne telefonije

### **Satisfaction and Loyalty of Slovenian Mobile Phone Users**

User satisfaction of mobile services is influenced by various factors such as the user's expectations, the perceived quality, the perceived value of the services and after-sales services of the provider. The mobile service market is rapidly evolving and as such requires from the providers a continuous search for effective ways how to acquire new and retain the existing users. Every year users face less and less obstacles when switching to a new provider and that in turn increases the providers' tendency to create customer loyalty. User satisfaction is most certainly a prerequisite for their loyalty. In this paper I will present the results of my research on customer satisfaction of Slovenian mobile phone service users. The research is based on a method which includes previous factors of satisfaction and user satisfaction and loyalty. Data for the research was collected with a structured survey questionnaire and the sample included random 268 users of mobile phone services. Based on the results of the statistical analysis, I was able to determine the correlation and dependence between the individual dimensions examined within the research method.

*Key words:* customer satisfaction, customer loyalty, mobile phone services

## **Emotional Intelligence Differences among Leaders of Different Organizational Contexts**

Globalization as a planetary process has an intense influence on people as well as on general material and spiritual civilization values. In this context, human behavior is revised from the aspect of the confrontation between classical and modern concepts of success. Nowadays, it is considered that emotions are regulators of rational functioning. The main motive of the research is to emphasize that there are differences in relation to the profession, control, reading, decoding and understanding the emotional vocabulary in the management. The aim of the paper is to represent the difference in the emotional compensations of leaders in educational and economic organizations. The questionnaire for emotional competences (Taksić, 1998), consisting of 45 claims, was used as an instrument in the research and measured three large dimensions: the ability to recognize and understand emotions, express emotions, and the ability to manage emotions. A total of 135 leaders took part in the survey, of which 85 leaders in educational organizations and 50 leaders in the business sector. The data were processed using the SPSS statistical package. The results show that there are differences in the emotional competencies of leaders.

*Key words:* emotional intelligence, emotional competencies, emotions

## **Razlike v čustvenih inteligencah voditeljev različnih organizacijskih kontekstov**

Globalizacija kot planetarni proces ima močan vpliv tako na ljudi kot tudi na splošne materialne in duhovne civilizacijske vrednote. V tem kontekstu se človeško vedenje spreminja s stališča soočanja klasičnih in sodobnih konceptov uspeha. Danes velja, da so čustva regulatorji razumskega delovanja. Glavni namen raziskave je poudariti razlike v odnosu do stroke, nadzora, branja, dekodiranja in razumevanja čustvenega besedišča pri vodenju. Namen prispevka je predstaviti razlike v čustveni kompenzaciji voditeljev v izobraževalnih in gospodarskih organizacijah. Vprašalnik o čustvenih kompetencah (Taksić, 1998), sestavljen iz 45 trditev, je bil uporabljen kot instrument v raziskavi in je meril tri velike dimenzije: sposobnost prepoznavanja in razumevanja čustev, izražanje čustev in sposobnost obvladovanja čustev. V raziskavi je sodelovalo 135 voditeljev, od tega 85 voditeljev v izobraževalnih organizacijah in 50 voditeljev v poslovnem sektorju. Podatki so bili obdelani s pomočjo statističnega paketa SPSS. Rezultati kažejo na razlike v čustvenih kompetencah voditeljev.

*Ključne besede:* čustvena inteligenca, čustvene kompetence, čustva

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## **Potrebe po dodatnem izobraževanju na področju zdravja in varstva pri delu**

Zdravje in varstvo pri delu je v državah Evrope različno razvito. V Sloveniji imamo relativno visok standard varstva pri delu. Kljub temu pa je število nesreč pri delu še vedno veliko. V letu 2016 je bilo registriranih 13.044 nesreč pri delu, od tega 14 s smrtnim izidom. V sklopu projekta Erasmus+KA2 smo izvedli raziskavo o usposobljenosti strokovnjakov, ki delujejo na področju varstva pri delu z namenom proučiti potrebe po dodatnih usposabljanjih strokovnjakov s tega področja. Spletni anketni vprašalnik smo razširili med strokovnjake s področja varstva pri delu po metodi snežene kepe. V anketiranju je sodelovalo 51 anketirancev, ki so izrazili visoko stopnjo zadovoljstva s svojo izobrazbo, znanjem in suverenostjo pri opravljanju svojega dela. Želijo si možnosti dodatnega izobraževanja s področja ergonomije, komunikacije, psihologije dela, promocije zdravja na delovnem mestu, zakonodaje itd. Izsledki raziskave, ki je bila izvedena v petih evropskih državah, bodo predstavljali osnovo za pripravo programov za izpopolnjevanje s področja varstva pri delu v nekaterih partnerskih državah.

*Ključne besede:* varstvo pri delu, nesreče pri delu, izobraževanje, mednarodni projekt

## **The Needs for Additional Education in the Field of Occupational Health and Safety**

Health and safety at work is not equally developed in different European countries. In Slovenia, we have a relatively high standard of occupational safety. Nevertheless, the number of accidents at work is still high. In 2016, there were 13.044 reported accidents at work in the Republic of Slovenia. 14 accidents resulted in the death of a worker. Within the Erasmus + KA2 project, we conducted a survey on the qualifications of professionals working in the field of occupational safety with the aim of examining the needs for additional training of experts in this field. The online questionnaire was distributed among occupational safety experts using the snowball method. The survey involved 51 respondents. Respondents expressed a high level of satisfaction with their education and knowledge and also sovereignty in performing their work. They expressed interest in receiving additional education in the field of ergonomics, communication, work psychology, health promotion at the workplace, legislation, etc. The results of the survey, which was carried out in 5 European countries, will be the basis for the preparation of advanced training programme in the field of occupational safety in some partner countries.

*Key words:* occupational safety, accidents at work, education, international project

## Socijalni i psihološki aspekti tranzicije i globalizacije

Posljednjih decenija procesi tranzicije i globalizacije ukazuju na složenost i dinamičnost promjena, naročito izraženih u zemljama postsocijalističkog društvenog uređenja. Iako je primjetna isprepletenost sa procesima globalizacije, nastale promjene nisu jednoznačne. Tranzicija se odnosi na promjene nastale u zemljama postsocijalističkog uređenja, a globalni procesi su zahvatili cio svijet. Karakteristike tranzicije u regionu posebno su naglašene kroz aspekt socijalnih i psiholoških faktora, ne zanemarujući ekonomski, obrazovni, kulturni, medijski i drugi uticaj. U socijalnom kontekstu su izraženi opšti, posebni i specifični faktori koji utiču na kontekst življenja na ovim prostorima. Istovremeno, procesi modernizacije i demokratizacije utiču na promjene u tranzicionim zemljama. Analitičari društvenih promjena ukazuju na prisutnost etatističke orijentacije kod stanovništva, izražene socijalne i psihološke anomalije koja se javlja kod stanovništva u tranzicionim zemljama regiona. Istraživanje (Krmeta i Krmeta) o položaju darovitih i drugih u obrazovnom sistemu, ukazuju da je položaj darovitih isti kao kod drugih i da socijalni kontekst življenja ukazuje na brojne faktore, koji inhibiraju podsticanje i razvoj darovitih pojedinaca u društvu. U zemljama tranzicije u regionu ne postoji sistemska podrška obrazovanju darovitih, a procesi demokratizacije i modernizacije obrazovnog sistema nailaze na mnogobrojne izazove.

*Ključne riječi:* tranzicija, globalizacija, socijalni i psihološki kontekst

## Social and Psychological Aspects of Transition and Globalization

In recent decades, the processes of transition and globalization indicate the complexity and dynamism of changes, especially those expressed in the countries of post-socialist social order. Although there is noticeable intertwining with the processes of globalization, the resulting changes are not unambiguous. The transition relates to changes in post-socialist countries, but the global processes have affected the whole world. The transition characteristics in the region are especially emphasized through the aspect of social and psychological factors, without neglecting the economic, educational, cultural, media and other influences. In the social context, general, special and specific factors that influence the context of life in this region are expressed. At the same time, the processes of modernization (extensive new knowledge and technologies, implementation in the education system) and democratisation (freedom of choice, which changes the positions of students and teachers) affect changes in transition countries. Social change analysts point to the presence of etatist orientation in the population, the expressed social and psychological anomie that occurs in the population in the transition countries of the region. The research (Krmeta & Krmeta) on the position of the gifted and all the others in the educational system suggests that the status of the gifted ones is the same as of the others and that the social context of life points to a number of factors that inhibit the stimulation and development of gifted individuals in society. The transition countries in the region do not have systematic support for the education of the gifted, but the processes of democratization and modernization of the education system face numerous challenges.

*Key words:* transition, globalization, social and psychological context



## **Korišćenje statističkih metoda u menadžmentu**

Menadžeri kompanija se sve više susreću sa problemom turbulentnog okruženja, anticipiranjem promjena i donošenja odluka koje će imati dugoročne posljedice na poslovanje kompanije. Kako bi se donosile ispravne odluke, neophodno je korišćenje adekvatnih kvalitativnih i kvantitativnih statističkih metoda. Cilj rada je da se odredi model izbora i primjene onih statističkih metoda prikupljanja podataka, njihovog organizovanja u informacije i njihove transformacije u znanje, koje će optimalno pridonijeti donošenju ispravnih menadžerskih odluka. Autori smatraju da se prikupljanjem relevantnih podataka i korišćenjem adekvatnih statističkih metoda u značajnoj mjeri može povećati održivost i konkurentnost preduzeća. U radu su analizirane metode, kao što su metoda uzorka, metoda srednjih vrednosti, metoda korelacije i metoda vjerovatnoće. Može se zaključiti da je za uspješno upravljanje preduzećima neophodno statističko mišljenje, kako na nivou organizacije kao cjeline, tako i njenih organizacionih cjelina i organizacionih procesa. Na taj način se povećava razumijevanje tih procesa i smanjuje nivo varijacija, čime se doprinosi uspjehu preduzeća.

*Ključne riječi:* statističke metode, odlučivanje u menadžmentu, konkurentnost

## **Using Statistical Methods in Management**

Managers of companies are increasingly facing the problem of turbulent environment, anticipating changes and making decisions that will have long-term consequences on the company's operations. In order to make the right decisions, it is necessary to use adequate qualitative and quantitative statistical methods. The aim of the paper is to determine the model of selection and application of those statistical methods of data collection, their organization in information and their transformation into knowledge, which will optimally contribute to making the right managerial decisions. The authors are of the opinion that by collecting relevant data and using adequate statistical methods, the sustainability and competitiveness of the company can be significantly increased. Methods, such as the sample method, the mean value method, the correlation method and the probability method, are analysed in this paper. It can be concluded that a successful management of enterprises requires a statistical opinion, both at the level of the organization as a whole, as well as its organizational units and organizational processes. This increases the understanding of these processes and reduces the level of variation, which contributes to the success of the company.

*Key words:* statistical methods, decision making in management, competitiveness

## **Izazovi regionalnog razvoja Evrope u globalnom okruženju**

Regionalna ekonomska divergencija postaje pretnja ekonomskom progresu, socijalnoj koheziji i političkoj stabilnosti u Evropi. Svaki region u Evropi ima svoje specifičnosti u smislu faktora i intenziteta razvoja, horizontalne i vertikalne strukturne transformacije, demografskih promena. Ta šarolikost doprinosi složenosti koncipiranja i implementacije konzistentne i komplementarne regionalne politike, koja bi trebalo da smanjuje regionalne nejednakosti. Glavni izazovi sa kojima će se u narednom periodu suočavati regionalna strategija i politika u Evropi, pored ekonomskih, vezani su i za probleme demografije, klimatskih promena, energetske i socijalne rizika. Relevantnost lokalnih ekonomskih, socijalnih i institucionalnih karakteristika se ne dovodi u pitanje u procesu kreiranja i planiranja budućeg razvoja pojedinačnih regiona, a eksterni faktori koji sve više utiču na menjanje regionalnih dispariteta, moraju se detaljno analizirati, iskoristiti ili izbegavati. Problemi regionalnog razvoja i demografske turbulencije nisu ni blizu rešenja, a ta činjenica motiviše sve veći broj naučnika, stručnih ljudi i praktičara da se bave ovim problemima. Globalna ekonomska kriza još uvek pritiska ekonomije mnogih evropskih zemalja, ostavljajući mnogobrojne posledice na razvoj najmanje razvijenih regiona, kao i na smanjivanje njihovog stanovništva i migracione tokove sa nesagledivim posledicama.

*Ključne reči:* regionalni dispariteti, regionalna politika, globalizacija

## **Regional Development Challenges in Europe within the Global Environment**

Regional economic divergence has become a threat to economic progress, social cohesion and political stability in Europe. Each European region has its own speciality with regard to factors and the intensity of development, horizontal and vertical structural transformations and demographic changes. That specific diversity contributes to complexity of conceiving and implementing a consistent and complementary regional policy that should minimize the regional inequality. The main challenges that the European regional strategy and policy will confront in the upcoming period, besides the economic ones, are related to the issues concerning demography, climate changes, energy and social risks. The relevance of local economic, social and institutional characteristics is not something to be questioned in the process of creating or planning the future development of individual regions, and external factors having an increasing impact on the change of regional disparities must be closely analysed, utilized or avoided. The issues of regional development and demographic turbulence are not even close to the solution, and this fact inspires the increasing number of scientists, experts and researchers to examine these issues. Global economic crisis still puts many European countries' economies under pressure, leaving a multitude of unfathomable consequences on the development of even the least developed regions, as well as on the decrease of their population and the migration flows.

*Key words:* regional disparities, regional policy, globalization

## **Utjecaj globalizacije na Požeško-slavonsku županiju u Republici Hrvatskoj**

Republika Hrvatska, (a s njom i predmet ovog istraživanja prostor Požeško-slavonske županije) je u zadnjem proširenju pristupila Europskoj uniji (u daljnjem tekstu EU) i to 1. srpnja 2013., godine. Pristupanje EU, uslijedilo je nakon osamostaljenja i izlaska iz SFRJ, rata i dugog procesa pregovaranja. Kod većine građana prema tadašnjim anketama tada je to značilo mogućnost sudjelovanja na europskom tržištu, slobodan protok roba, usluga, radne snage i kapitala, dotok investicija i novih tehnologija, te pristup strukturnim fondovima EU. A Europski fondovi koji predstavljaju pomoć kod ravnomjernog razvoja regija, modernizacije poljoprivrede, očuvanja okoliša, razvoja infrastrukture i kvalitetnijeg obrazovanja, kao i mnoge druge mogućnosti trebali su doprinijeti poboljšanju cjelokupnog gospodarstva i ukupnog razvitka, kako na prostoru RH, tako i za prostor Požeško-slavonske županije, koja je tijekom ratnih zbivanja pretrpjela značajne štete na objektima i gospodarstvu. Nakon nešto više od 5 godina članstva u EU, opravdano je istražiti utjecaj globalizacije na mikroregije kao što je Požeško-slavonska županija.

*Gljučne riječi:* Europska unija, Republika Hrvatska, Požeško-slavonska županija, gospodarstvo, građani

## **The Impact of Globalization on the Example of the Požega-Slavonia County in the Republic of Croatia**

The Republic of Croatia (and the Požega – Slavonia county as the area of this research) has joined the European Union (hereinafter referred to as the EU) on the last enlargement on 1st July 2013. Joining the EU came after the independence and withdrawal from the SFRY, the war and the long negotiation process. According to the surveys at the time, for most citizens this meant the possibility for participating in the European market, free flow of goods, services, labor and capital, investment inflow and new technologies, and also access to the EU structural funds. But the European funds that offer help with an even development of the regions, agriculture modernization, environmental conservation, infrastructure development and quality education, as well as allow for many other possibilities, should have contributed to the improvement of the overall economy and development both in the Republic of Croatia and in the Požega-Slavonia county, which suffered significant damage to the buildings and the economy during the war. After just over 5 years of the EU membership, it is reasonable to explore the impact of globalization on micro-regions such as the Požega-Slavonia county.

*Key words:* European Union, the Republic of Croatia, the Požega-Slavonia county, economy, citizens

## Umestitev človeških zmožnosti v bilanco stanja

Edina stalnica današnje družbe so spremembe – spremembe v organizaciji in tehnologiji, ki pospešujejo nove trende na znanju temelječega gospodarstva. V ekonomiji znanja imajo vse pomembnejšo vlogo t. i. neotipljive prvine/sredstva oziroma intelektualni kapital, medtem ko se zmanjšuje pomen opredmetenih prvin/sredstev, ki pa so oprijemljiva, vidna in lahko izmerljiva, za razliko od intelektualnega kapitala. Intelektualni kapital je vsota vseh nevidnih procesov in sredstev podjetja, ki je sestavljen iz sodobnega dela/človeškega kapitala in strukturnega kapitala. V tradicionalni bilanci stanja se v skladu z računovodskimi standardi uvrščajo fizična sredstva in finančni kapital podjetja, ne pa tudi prvini intelektualnega kapitala. Začetek razmišljanja o vključevanju vrednosti človeških zmožnosti v bilanco stanja sega v 60. leta prejšnjega stoletja. Za računovodstvo človeških zmožnosti so zaposleni premoženje podjetja (sredstva in naložbe v aktivi in kapital v pasivi) in niso več zgolj strošek za podjetje. Za vrednotenje zaposlenih se uporablja nedenarna in denarna merila. Ob vsem tem pa se pojavljata dilemi vezani na samo vrednotenje zaposlenih in na umestitev zaposlenih med sredstva.

*Ključne besede:* intelektualni kapital, sodobno delo/človeški kapital, človeške zmožnosti, vrednotenje, bilanca stanja

## Positioning of Human Abilities in the Balance Sheet

The only constant of today's society are changes - changes in organization and technology, which promote new trends in the knowledge-based economy. In the knowledge-based economy, intangible assets or intellectual capital have an increasingly important role, while the importance of tangible assets decreases, but they are nevertheless tangible, visible and measurable, unlike intellectual capital. Intellectual capital is the sum of all invisible processes and assets of the company, which consists of modern work/human capital and structural capital. In the traditional balance sheet, in accordance with accounting standards, the physical assets and financial capital of the enterprise are categorized, but not the elements of intellectual capital. The beginning of thinking about including the value of human capabilities into the balance sheet dates back to the 1960s. For the accounting of human resources, employees are the company's wealth (the assets and the investments in assets and the capital in liabilities) and no longer just the cost for the company. Non-monetary and monetary criteria are used to evaluate human resources. In addition to this, dilemmas arise in relation to the evaluation of human resources and the placement of employees among assets.

*Key words:* intellectual capital, modern work/human capital, human abilities, valuation, balance sheet

## **Kako do efikasnijeg pripremanja za praktično delovanje nastavnika**

Zahtevi za kvalitetnim obrazovanjem aktualizovali su i pitanje profesionalnog pripremanja nastavnika stavljajući naglasak na sticanje novih kompetencija i redefinisane već postojećih. Razvoj neophodnih stručnih i profesionalnih kompetencija studenata budućih nastavnika, zahteva da sadržina i način pripremanja omoguće razvoj u skladu sa profesionalnim ulogama. Osim toga, unapređivanje inicijalnog obrazovanja nastavnika u evropskom konceptu odnosi se na potrebu čvršćeg povezivanja akademskih sadržaja i obrazovnih nauka metodičkih sadržaja i povećavanje praktične nastave, što se u nekim zemljama i realizovalo. Međutim, u istraživanju o mišljenju profesora i studenata o odnosu teorije i prakse u Republici Srbiji, pokazalo se da prevladava doživljaj »rascepa« između teorije i prakse u univerzitetskoj nastavi. Još uvek prevladava tzv. statički model organizacije po kome se praksa realizuje u kratkom i »zgušnjatom« inicijalnom obrazovanju i u slaboj povezanosti sa teorijskim obrazovanjem. Potrebne kompetencije se stiču kroz akademske sadržaje izvan konteksta za koji se stiču u malom broju. Cilj nam je da ukažemo na brojne nedostatke pripremanja nastavnika za praktični rad ali i da ukažemo na neke savremene modele u zemljama Evrope zasnovane na potrebama kvalitetnog i efikasnog osposobljavanja nastavnog kadra kako bi ovladalo neophodnim stručnim i profesionalnim kompetencijama od kojih zavise u krajnjem najvažniji ishodi vaspitno-obrazovnog sistema.

*Cljučne reči:* teorijsko obrazovanje, praksa, modeli, nastavnik, kompetencije

## **How to Efficiently Prepare Teachers for the Reality of Teaching Practice**

Demands for quality education have actualised the issue of professional preparation of teachers, putting emphasis on acquiring new competences and redefining the existing ones. Developing the necessary professional and expert competences of future teachers depends on the content and methods of preparation, which are expected to provide development in accordance with their professional roles. In addition, in the European concept, improving initial teacher education refers to the need to link academic content and education science and teaching methods more tightly, increasing the number of practical classes, which has been done successfully in some countries. However, a study on the opinions of teachers and students about the relationship between theory and practice in Serbia has shown that most of the respondents feel there is a chasm between theory and practice in university teaching. The so-called static model is still prevalent and in this model, practical classes are realised during short and "condensed" initial education, and poorly linked to theoretical education. We would like to point out numerous faults in teacher preparation for teaching practice, but also to present several contemporary European models based on the need to prepare the future teachers properly and efficiently to master the necessary professional and expert competences. After all, the most important outcomes of the education system rely on exactly those.

*Key words:* theoretical education, practice, models, teacher, competences

## **Vpliv profesionalizacije managementa v zdravstvu na uspešnost vodenja**

Za uspešno poslovanje vsake organizacije, tudi javne bolnišnice, je potreben uspešen in profesionalen menedžment. Osrednja naloga managementa je doseganje ciljev organizacije na učinkovit in uspešen način. Manager snuje, odloča, planira, organizira, usmerja in nenazadnje nadzoruje delovanje organizacije. Vodenje le-te je eno izmed pomembnejših nalog managerja. Le uspešen manager lahko naredi organizacijo uspešno. Proces vodenja si lahko predstavljamo kot interakcijo interesov med njim in vodenimi. Managerju je v interesu, da podrejeni izvedejo naloge na način, da dosežejo predhodno postavljene cilje. Obenem pa pričakuje, da podrejeni naloge izvajajo motivirano. V zdravstvu se menedžment ni razvijal tako kot v zasebnem sektorju ali gospodarstvu. Posledica tega je premalo usposobljen profesionalen menedžment v javnih zavodih, kar velja za splošen problem. V javnih zavodih se od organizacije do organizacije profesionalnost managementa in uspešnost vodenja razlikuje, kar v prispevku predstavimo z rezultati kvalitativne raziskave v eni izmed splošnih bolnišnic.

*Ključne besede:* manager, management, vodenje

## **The Influence of Management Professionalism in the Healthcare on the Success of Leadership**

For a successful business performance of any organisation, including public hospitals, a successful and professional management is needed. The central task of the management involves achieving the aims of the institution in an efficient and successful way. A manager is a person who does the planning, organising, directing and supervising of the activities in the institution. Therefore, managing the institution is one of the most important jobs of a manager. Only a successful manager can make an institution successful. The process of leadership can be imagined as the interaction of the interests among the leaders and the staff. It is in the supervisors' interest for the subordinates to do the task in a way that enables the achievement of pre-existing aims. At the same time, the interest of the leaders is for the subordinates to be motivated to do the task. In healthcare, the management has not been developing as in private sector - economy. The consequence is underqualified professional management in public institutions, which has now become a general problem. In the public sector, the professionalism and success of leadership varies from one institution to another. We were interested in one of the hospital's situation and the results of the qualitative reasearch will be presented in the paper.

*Key words:* manager, management, leadership

## **Geopolitički izazovi Republike Srbije u eri globalizacijskih promena**

Globalizacijske promene zahvatile su čitavo područje svetskih tekovina ekonomije, politike, privrede, menadžmenta, ekologije, gotovo sve oblasti ljudskog delovanja i izučavanja. 21. vek sa sobom doneo je veliku ekonomsku krizu koja je takođe posledica nestanka nacionalnog a nastanka globalnog privrednog sistema. Takve pojave uzročno-posledično povezane su sa svim državama sveta. Suština ovog rada jeste prikazivanje geopolitičkih aspekata Republike Srbije u odnosu na zemlje regiona, ovde se prvenstveno misli na države bivše SFRJ. U radu će biti prikazano: Geopolitički položaj Republike Srbije u eri globalizacijskih promena danas; potom Pozitivni i negativni aspekti geopolitičkog života država u regionu i uticaj na privredni i socijalni sistem Republike Srbije; Globalizacijski aspekti koji su zajedničko dobro ili zajednički problem zemljama regiona; kao i predlog šta treba učiniti da bi Republika Srbija po uzoru na države regiona, posebno se misli na geopolitičku poziciju Republike Srbije implementirala u svojoj socijalnoj, privrednoj i političkoj svakodnevici kako bi napravila korak napred ka ulasku u EU.

*Ključne reči:* geopolitika, politički sistem, globalizacija, promene

## **Geopolitical Challenges of the Republic of Serbia in the Era of Globalization Change**

Globalization changes have affected the entire field of world trends in economics, politics, economy, management, ecology and almost all areas of human action and learning. The 21<sup>st</sup> century brought with it a great economic crisis, which is also a consequence of the disappearance of the national system and the emergence of the global economic system. Such phenomena are causally and consequently related to all world countries. The essence of this paper is to present the geopolitical aspects of the Republic of Serbia in relation to the countries of the region, primarily referring to the countries of the former SFRY. The paper will show the geopolitical position of the Republic of Serbia in the era of globalization changes today, then the positive and negative aspects of the geopolitical life of the countries in the region and the impact on the economic and social system of the Republic of Serbia, the globalization aspects that are a common good or a common problem to the countries of the region, as well as a proposal on what should be done or implemented in its social, economic and political everyday life, in order to make the Republic of Serbia (according to the model of the countries of the region), particularly the geopolitical position of the Republic of Serbia, one step closer towards joining the EU.

*Key words:* geopolitics, political system, globalization, changes

## **Obrtništvo u procesu globalizacije**

Zbog velike gospodarske i strateske važnosti obrti predstavljaju jezgru gospodarstva i imaju ključnu ulogu za razvoj i opstanak zajednice. Ne samo da omogućavaju egzistenciju, već su nositelji tradicije, pomazu u očuvanju nacionalnog identiteta, te čine svakodnevni život ugodnijim i mnoge jednostavne usluge dostupnijim (kozmetičke usluge, sitni popravci, šivanje). Porast trgovine i međunarodnih tokova kapitala, sve brži napredak tehnike i tehnologije, komunikacija i drugi faktori, doprinjeli su gašenju i nestajanju mnogih obrta u Republici Hrvatskoj. Prema statističkim podacima HOK udio obrta u cjelokupnom gospodarstvu iznosio je 60,4 % u 2003., 39 % u 2018. Zbog ekonomske nesigurnosti, društvenog pritiska i velike osobne odgovornosti obrtnici su stresom najugroženija skupina društva.

*Ključne riječi:* gospodarstvo, obrt, obrtnici, ekonomska nesigurnost, stres

## **Sole Proprietorship in the Globalization Process**

Due to the great economic and strategic importance, sole proprietorships represent the core of the economy and play a key role in the development and survival of the community. Not only do they provide existence, they are already the carriers of tradition, they help preserve the national identity, make everyday life more enjoyable and many simple services available (cosmetic services, fine repairs, sewing). Trade growth and international capital flows, even faster technological advances, communication and other factors, contributed to the extinction and disappearance of many sole proprietorships in the Republic of Croatia. According to HOK statistic data, the sole proprietorship share in the entire economy was 60.4% in 2003 and 39% in 2018. Due to the economic insecurity, social pressures and great personal responsibility, sole proprietors are the most vulnerable group of society because of the stress.

*Key words:* economy, sole proprietorship, sole proprietor, economic insecurity, stress



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## **Obvladovanje digitalne transformacije s pristopom poslovno-informacijske arhitekture**

Sodobne informacijsko komunikacijske tehnologije (npr. mobilne, internet stvari, računalniški oblak, umetna inteligenca) omogočajo nastanek novih organizacij, redefiniranje strategije poslovanja obstoječih organizacij ter bistvene spremembe njihovih poslovnih modelov. Proces prehoda iz obstoječe v digitalno organizacijo imenujemo digitalna transformacija. Raziskave ugotavljajo, da je uspešnost prehoda v veliki meri odvisna od kakovostnega obvladovanja transformacije, ki ga je težko izvajati brez sodobnih upravljaljskih orodij. V prispevku prikažemo možnosti uporabe in koristi pristopa poslovno-informacijske arhitekture (PIA) pri digitalni transformaciji. V preteklosti je PIA dobro naslovlila predvsem obvladovanje kompleksnosti velikih sistemov (npr. korporacij, javnih uprav), zaradi vedno večje hitrosti sprememb pa postaja vse pomembnejša tudi za uspešno digitalno transformacijo v srednje velikih organizacijah. Omogoča namreč postopen prehod od trenutnega do zelenega stanja preko več vmesnih arhitektur ter medsebojno usklajeno, nadzorovano in neprekinjeno transformacijo vseh domen organizacije.

*Ključne besede:* digitalna transformacija, poslovno-informacijska arhitektura, arhitekturo ogrodje, obvladovanje poslovnega sistema

## **Digital Transformation Proficiency using Enterprise Architecture**

Modern information and communication technologies (e.g. mobile, the internet of things, cloud computing, artificial intelligence) enable the creation of new organizations, redefinition of the business strategy of existing organizations and significant changes in their business models. The process of transition from an existing to a digital organization is called digital transformation. Research shows that the success of the transition depends to a large extent on good transformation proficiency, which is difficult to implement without modern managing tools. The paper presents the possibilities of use and benefits of the enterprise architecture (EA) approach in digital transformation. In the past, EA addressed especially the governance of complexity in large systems (e.g. corporations, public administrations). Due to the increasing speed of change, it is becoming important also for the successful digital transformation in medium-sized organizations. EA enables a gradual transition from the current to the desired target state through several intermediate architectures and an aligned, controlled and continuous transformation of all domains of the organization.

*Key words:* digital transformation, enterprise architecture, enterprise architecture framework, corporate proficiency

## **Vodenje in zadovoljstvo zaposlenih v finančnih in zavarovalniških dejavnostih**

V prispevku predstavljamo vpliv ustreznega vodenja starejših zaposlenih na njihovo zadovoljstvo v srednje velikih in velikih podjetjih, ki se ukvarjajo s finančnimi in zavarovalniškimi dejavnostmi. Na osnovi naključnega izbora smo v vzorec vključili 435 starejših zaposlenih iz finančnih in zavarovalniških dejavnostih. Raziskava temelji na izvedbi deskriptivne statistike ter faktorjske analize, s katero smo želeli zmanjšati veliko število spremenljivk v manjše število novih spremenljivk (faktorjev), s katerimi smo izvedli enostavno linearno regresijo. Na podlagi rezultatov smo ugotovili, da ima ustrezno vodenje starejših zaposlenih pozitiven vpliv na njihovo zadovoljstvo na delovnem mestu. S tega vidika morajo delodajalci pripraviti in usposobiti svoj vodstveni kader za ustvarjanje in uvajanje dobrih praks pri delu s starejšimi zaposlenimi. Pomembno je, da se vodilni v podjetju zavedajo pomena starejših zaposlenih in primernega ravnanja s starejšimi na delovnem mestu, saj le-to vodi do zadovoljstva starejših zaposlenih na delovnem mestu.

*Ključne besede:* vodenje, zadovoljstvo, starejši zaposleni

## **Leadership and Satisfaction of Employees in Financial and Insurance Activities**

The main aim of the paper is to determine the impact of appropriate leadership of older employees on their satisfaction in medium and large companies in financial and insurance activities. Based on a random selection, 435 older employees from financial and insurance activities were included in the sample. The research is based on the implementation of descriptive statistics and factor analysis, with which we wanted to reduce a large number of variables into a smaller number of new variables (factors) and which were used to perform a simple linear regression. Based on the results, we established that appropriate leadership of older employees has a positive impact on their satisfaction in the workplace. From this perspective, it is necessary for the employers to train their managerial staff in order to create and introduce good practices in working with older employees. It is important that leaders are aware of the importance of older employees and age management in the workplace, because this leads to the satisfaction of older employees in the workplace.

*Key words:* leadership, satisfaction, older employees

## **Globalizacija in ekonomski vpliv uživanja alkohola v Sloveniji**

Z globalizacijo se povečuje uživanje alkohola, drog in podobnih substanc. Tvegano in škodljivo pitje alkohola je eden od največjih javnozdravstvenih problemov v Sloveniji. Zdravstvene težave, ki jih povzročajo, velikokrat vodijo v odvisnost in s tem slabšo kakovost življenja, prezgodnjo upokojitvev, lahko pripeljejo celo do prezgodnje smrti. V analizi, ki je bila izvedena za obdobje 2012-2014, so izračunane ekonomske posledice tvegane in škodljivega pitja alkohola v Sloveniji. Prikazana je metodologija izračuna. Rezultati analize kažejo, da je v proučevanem obdobju v povprečju ocenjeno ekonomsko breme visoko, z vključitvijo socialnih posledic pa bi bilo še višje, in sicer, okoli 7 % vseh izdatkov za zdravstvo oz. 1 % bruto domačega proizvoda. Vsaka prezgodnja smrt pa tudi vsaka predčasna upokojitev, ki bi jo lahko preprečili, predstavlja izgubo človeškega kapitala, kar pomeni za družbo veliko ekonomsko in socialno škodo. Zato je izziv vsakega okolja v procesu globalizacije preprečevanje takih dogodkov ter izboljšanje kvalitete življenja posameznika.

*Gljučne besede:* alkohol, prezgodnja smrt, breme bolezni

## **Globalization and Economic Impact of Alcohol Consumption in Slovenia**

With globalization the consumption of alcohol, drugs and similar substances is increasing. Risky and harmful alcohol consumption is one of the biggest public health problems in Slovenia. The health problems it causes often lead to addiction and with that poor life quality, premature retirement and may even lead to premature death. In the analysis carried out for the period 2012-2014, the economic consequences of risky and harmful alcohol consumption in Slovenia are calculated. We presented the methodology of calculated costs. The results of the analysis show that the economic burden is high, by including social consequences, the impact would be even higher, namely about 7% of the total expenditure on health care or 1% of gross domestic product. Any premature death, as well as any premature retirement that could be prevented, constitutes the loss of human capital, which means great economic and social harm to the society. Therefore, the challenge of every environment in the process of globalization is to prevent such events and to improve the quality of life of an individual.

*Key words:* alcohol, premature death, burden of disease

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## **Socialne kompetence za uspešno managementiranje osnovne šole**

Ravnatelj je pedagoški vodja in poslovodni organ šole, zato ima managerske in pedagoške naloge, kot so upravljanje in vodenje, organiziranje, odnosi z ljudmi in odnosi z okoljem. Za upravljanje in vodenje je značilno njegovo upravljanje dela šole v celoti v skladu z nalogami in cilji, organiziranje in vrednotenje dela vseh zaposlenih, njihovo vodenje in skrb za njihov razvoj. Zaveda se tudi pomena sodelovanja z učenci, zato skrbi za odkrito komunikacijo z njimi ter za njihovo poučevanje in vzgojo. Znati mora komunicirati in sodelovati z lokalno skupnostjo, občino, kulturnimi institucijami in drugimi osnovnimi šolami, saj zastopa šolo, kjer ravnateljuje. Zagotavlja mora izvrševanje odločb državnih organov, poleg tega pa je odgovoren za zakonitost dela šole. Če želi biti pri opravljanju vseh naštetih nalog uspešen, mora obvladovati samega sebe in skrbeti za svoje fizično ter mentalno zdravje. Za uspešno vodenje, vplivanje, spodbujanje in usmerjanje svojih sodelavcev – učiteljev k želenim ciljem pa mora imeti ustrezno razvite socialne kompetence, s katerimi prispeva tudi k dvigu samozavesti, strokovnemu in osebnemu napredku samega sebe.

*Ključne besede:* ravnatelj, managementiranje, osnovna šola, socialne kompetence, strokovni in osebni napredek

## **Social Competences for a Successful Management of a Primary School**

Headteacher is the pedagogical leader and the manager of the school, so he has managerial and pedagogical tasks, such as management and leadership, organization of work as well as having relations with people and the environment. Management and leadership are characterized by him managing work of the school, in accordance with the tasks and aims, organizing and evaluating work of all employees, guiding them and encouraging their development. He is also aware of the cooperation with pupils, so he establishes open communication with them and takes care of their teaching and upbringing. He has to know how to communicate and cooperate with the local community, the municipality, cultural institutions and other primary schools, as he represents the school that he manages. He also has to ensure the execution of orders of the state authorities, besides being responsible for the legality of the school's work. If he wants to be successful at fulfilling all of the above tasks, he has to contain himself and take care of his physical and mental health. For a successful leadership, influencing, encouraging and directing of his colleagues, i.e. teachers, towards the desired goals, the headteacher has to have adequately developed social competences, with which he contributes to a higher self-confidence, his professional and personal growth.

*Key words:* headteacher, management, primary school, social competences, professional and personal progress

## **Menadžment i savremeni pristupi u strukturisanju obrazovnog kurikuluma**

Cilj rada je da se teorijskom analizom sagledavaju promene u svetu rada, nauke tehnologije i obrazovanja, koje idu zajedno sa brzinom promena između nastanka ideje i njene praktične primene. Posmatra se uticaj ovoga na sistem vaspitanja i obrazovanja koji je u nastavnu praksu uveden pre više od tri veka, kao i dometi i ograničenja inoviranja dosadašnjih didaktičkih pristupa, odnosno didaktičkih koncepata. Iz ovog ugla razmatra se uloga organizacije promena i u okviru nje mesto menadžera u okviru inoviranja procesa obrazovanja. Saradnja vaspitno-obrazovnog osoblja, institucija, kao i menadžera u obrazovanju, disutuje se iz ugla inovativnosti, ali i stučnih pristupa upravljanju, planiranju, organizovanju, kao i uspešnijoj realizaciji delatnosti obrazovnih institucija. U ovom radu biće prikazana uloga menadžmenta u obrazovanju, kao i savremeni pristupi obrazovnom kurikulumu, sa akcentom na integrativni pristup u strukturisanju kurikuluma u vaspitno-obrazovnom radu. Osnovni nalaz odnosi se na: u inovativnim zahvatima u okviru sistema vaspitanja i obrazovanja na svim nivoima, sturkturisanje kurikuluma zahteva višedimenzionalne pristupe među kojima se ističe potreba za uvažavanjem kompleksnosti istog. A ova kompleksnost ne trpi parcijalne inovativne zahvate. Jedan od njih je integrativni pristup čiji dometi nisu dovoljno sagledani.

*Ključne reči:* obrazovni kurikulum, manadžment, integrativni pristup

## **Management and Contemporary Approaches in the Structure of Educational Curriculum**

The goal of the paper is to view the changes in the world of work, the science of technology and education through theoretical analysis. These two concepts go together because of the speed of changes between the production of the idea and its practical implementation. The influence of this is viewed on the education system, which was introduced to the teaching practice more than three centuries ago, as well as the range and constraints of the innovation of didactic approaches, in other words concepts, which have been used up until now. From this point of view, we explore the role of change organization and within it the role of the manager in the innovation of the educational process. Cooperation between the teaching staff, the institutions and the educational manager is discussed from the innovational point of view, together with similar approaches to management, planning, organisation and successful implementation of the activities of educational institutions. This paper will present the role of management in education, as well as contemporary approaches to educational curriculum, with the emphasis on the integrative approach in the structuring of the curriculum in educational work. The educational results refer to innovative demands within the educational system at all levels and the fact that structuring of the curricula demands a multidisciplinary approach, which reflects the complexity of the task. And this complexity does not allow partial innovative moves. One of them is the integrative approach, the range of which has not been explored enough.

*Key words:* educational curriculum, management, integrative approach

## **Prepoznavanje potreb po spremembah in uvajanje inovacij**

Inovacije pomenijo novosti, ki prej niso bile znane ali uporabljene in nikakor ne nastanejo »čez noč«. Ključni dejavnik pri tem pa so ljudje, njihove sposobnosti in način razmišljanja. Razširjeni stereotip je, da do inovacij pridejo raztreseni znanstveniki, zakopani v laboratorijih z metodo »prst na čelo«. Na takšen način so se res zgodile nekatere velike inovacije, večina inovacij pa nastaja z veliko dela in truda. Na eni strani se srečujemo s tehnološkim napredkom, spreminjajočimi navadami kupcev in njihovih potreb, močno konkurenco in nenehnim spreminjanjem okolja, ki silijo ljudi in podjetja k ustvarjanju nečesa novega, na drugi strani pa trčimo ob stroške, ki jih spremembe povzročajo in ob vprašanje, kako spodbuditi ljudi v podjetju k ustvarjalnemu in inovativnemu razmišljanju. Zanima nas, kakšna je inovacijska aktivnost v slovenskih podjetjih, ali obstaja razlika pri spodbujanju inovativnosti pri podjetjih, ki se ukvarjajo z različno dejavnostjo, ali so vplivi na inovacijsko dejavnost v velikih podjetjih manjši in katere vrste inovacij so slovenska podjetja uvedla v zadnjih treh letih.

*Ključne besede:* inovacije, prepoznavanje potreb, vplivi na inovativnost, slovenska podjetja

## **Identifying the Needs for Changes and the Introduction of Innovations**

Innovations are novelties that were not previously known or used and do not occur "overnight". The key factor in this are people, their abilities and their way of thinking. A common stereotype is that distracted scientists buried in laboratories using the "finger-to-head" method come up with innovations. In this way, some great innovations have indeed occurred, however most of the innovations are the result of a lot of work and effort. On the one hand, we are faced with technological progress, changing customer habits and needs, strong competition and constant changes in the environment that force people and businesses to create something new, but on the other hand, we struggle with costs caused by changes and the question of how to encourage people in the company in creative and innovative thinking. We are interested in innovation activities in Slovenian companies. Is there a difference in promoting innovation in companies that are engaged in different activities? Are the impacts on innovations in large companies smaller and what kind of innovations have been introduced by Slovenian companies over the past three years?

*Key words:* innovation, recognition of needs, impacts on innovation, Slovenian companies

## **Ureditev bibliografskih podatkov v obliko omrežja**

V prispevku analiziramo zbirko bibliografskih omrežij, zgrajenih iz podatkov Web of Science. Akademske bibliografske podatke iz multidisciplinarnega spletnega servisa, ki omogoča iskanje znanstvene literature po več bibliografskih zbirkah, lahko pretvorimo v zbirko združljivih omrežij. Opravili smo poizvedbe s ključnimi besedami Corruption AND Economy in analizirali podatke o člankih. Bistvo raziskave je bilo pokazati način, kako se lahko lotimo podobnih analiz tudi na drugih področjih. Izbrali smo sklope omrežij: dela in avtorji, dela in revije, dela in ključne besede. Z množenjem omrežij smo tako dobili različno izpeljane mreže, ki jih lahko uporabimo tudi za druge zbirke združljivih omrežij. Za analizo in ureditev podatkov v mrežo smo uporabili program Pajek. Ta omogoča analizo na različnih ravneh, ki jih določa particija pripadajočega niza enot in se pridobiva s krčenjem posameznih razredov. Sklope omrežij je možno razširiti še na poizvedbe po jeziku, po razdelitvi avtorjev, po institucijah ali razdelitev institucij po državah, naslovih knjig, poglavjih v knjigah, izvornih naslovih, naslovih konferenc, po urednikih, letih objave, znanstvenih indeksih in kategorijah, po delitvah avtorjev po disciplini, področju in podpolju. Z uporabo izvlečkov lahko omrežje poljubno zmanjšamo na posamezna področja, ki nas bolj zanimajo.

*Ključne besede:* podatki Web of Science, omrežja, program Pajek, ekonomija, korupcija

## **Organizing Bibliographic Data into a Network Format**

This paper analyses a collection of bibliographic networks built from Web of Science data. Academic bibliographic data from a multidisciplinary web service that enable the search of scientific literature through several bibliographic collections, can be converted into a collection of compatible networks. We held enquiries with the keywords Corruption AND Economy and analysed the information about the articles. The essence of the research was to show how we can undertake similar analyses in other areas. We selected sections of networks: works and authors, works and magazines, works and keywords. By multiplying the networks, we obtained different derivative networks, which can also be used for other collections of compatible networks. The Spider programme was used to analyse and regulate data in the network. This allows to carry out the analysis at different levels, which are determined by the partition of the corresponding set of units and obtained by the contraction of individual classes. Network sessions can be extended to inquiries by language, authoring, institutions or by the distribution of institutions by country, by title of books, chapters in books, source addresses, conference addresses, editors, years of publication, scientific indexes and categories, by discipline, field and subfield. With the use of extracts, the network can be randomly reduced to individual areas that are of our interest.

*Key words:* Web of Science data, networks, the Spider programme, economy, corruption

## **Testiranje Ca-score modela na malim i srednjim preduzećima Bosne i Hercegovine**

Cilj ovog rada je testirati snagu predvidivosti Ca-score modela na tržištu Bosne i Hercegovine. Testirano je ukupno 398 malih i srednjih preduzeća koji posluju na teritoriji Srednje Bosne, različitih djelatnosti. Tretirana preduzeća su podijeljena u dvije grupe: ona koja su uspješno poslovala tokom 2014. i 2015. godine, i ona koja su neuspješno poslovala, tj. imali blokadu transakcijskog računa. Finansijski podaci koji su korišteni za ovo istraživanje su uzeti iz finansijskih izvještaja tretiranih firmi za 2013. godinu. Testiranje je pokazalo da na ovom tržištu CA-score model nije snažan prediktor kakvim se pokazao na tržištima razvijenog Zapada. U radu su prezentovani mogući razlozi zbog kojih se ovaj model, kao i drugi modeli za predviđanje narušenosti poslovanja, ne može sa velikom sigurnošću primijeniti na tržištu Bosne i Hercegovine, kao jednoj od tranzicijskih zemalja.

*Ključne riječi:* Finansijski pokazatelji, predviđanje, neuspjeh, finansijski izvještaj

## **Testing Ca-score model on small- and medium-sized enterprises of Bosnia and Herzegovina**

The aim of this paper is to test the strength of predictability of the Ca-score model in the market of Bosnia and Herzegovina. A total of 398 small- and medium-sized enterprises operating in the territory of Central Bosnia, with different activities, were tested. The treated companies are divided into two groups: those who successfully performed during 2014 and 2015 and those who did business unsuccessfully, i.e. they had a blocked transaction account. The financial data used for this research were taken from the financial statements of the companies treated for 2013. Testing has shown that on this market the CA-score model is not as a strong predictor as it has appeared to be on the developed markets of the West. The paper presents possible reasons why this model, as well as other models for predicting business distress, can not be applied with great certainty to the market of Bosnia and Herzegovina as one of the transition countries.

*Key words:* financial indicators, prediction, failure, financial reports



## **Autentičnost turizma pred izazovima globalizacijskih procesa**

Kulturni turizam, koji svoj temelj polaže na vrijednostima kulture određenog područja ističe originalnost, autentičnost i kreativnost. No, kulturni turizam suočava se sa sveprisutnim utjecajima globalizacije. Globalizacija dovodi u pitanje autentičnost destinacije, gdje se ona u najboljoj mjeri može izdvojiti kulturom stanovništva. Slijedom takvih promjena, turističke destinacije moraju se primarno usmjeriti na kvalitativnu varijablu »kulturu« i napustiti ustaljeni obrazac kvantitativne mjerljivosti destinacije. Suvremeni trendovi u turizmu ukazuju na važnost kulture kao varijable uspješne destinacije ali i stvaranje imidža u svijesti turista. Uspješnost turističke destinacije u suvremeno doba promatra se kroz kvalitetnu interpretaciju vlastite tradicije ali i nužne prepoznatljivosti na turističkom tržištu i izdvajanju od konkurencije. Kultura destinacije može se upotrijebiti kao trajna komparativna prednost destinacije, uključujući stvaranje doživljaja i osjećaja- nove autentične kreacije turističkog proizvoda. U svrhu potpore teorijskog dijela rada, provest će se empirijsko istraživanje usmjereno na utvrđivanje percepcije i stavova stanovnika grada Varaždina o kulturnom identitetu samog grada.

*Ključne riječi:* globalizacija, suvremeni trendovi, kulturni turizam, autentičnost, interpretacija tradicije

## **Authenticity of Tourism and the Challenges of Globalisation Impacts**

Cultural tourism, which is based on the cultural value of a certain destination, emphasizes originality, authenticity and creativity. Yet, it is faced with the all-present influences of globalisation. Globalisation interferes with the authenticity of a destination, which differentiates from the culture of people. With these changes, tourist destinations must primarily focus on the qualitative variable of "culture" and leave behind the set pattern of quantitative measurements of a destination. The modern trends in tourism indicate the importance of culture as a variable of a successful destination but also the creation of the image in the tourist's perception. In today's times, the success of a tourist destination is viewed through a quality interpretation of its own tradition but also through a necessary recognisability on the tourist market as well as differentiating from the competitors. Destination culture can be used as a permanent competitive advantage of a destination, including creating experience and emotion – the new authentic creation of the tourism product. The theoretical part is complemented by the empirical research based on identifying the perception and attitude of the citizens of Varaždin and its own cultural identity.

*Key words:* globalisation, modern trends, cultural tourism, authenticity, interpretation of tradition

## **Integrirana oskrba: kako jo učinkovito predstaviti v eni minuti**

Koncept integrirane oskrbe se širi na vsa področja zdravstvenega varstva, tudi v izobraževanje. Študenti se učijo predstavitve koncepta na kratek in jedmat način – po vzoru poslanstva inovacijske skupnosti za širjenje inovacijske kulture v javni upravi. Uporabjeni so bili temeljni Kij predstavitve po t. i. Elevator Pitch-u. Študenti so pripravljeno besedilo/govor vključili pri predstavitvi seminarских nalog v okviru dveh predmetov. Pri analizi besedila/predstavitve je bil uporabljen kvalitativni pristop. Na podlagi pripravljenih izjav študentov je bilo moč razbrati njihovo razumevanje integrirane oskrbe z vidika področjih, kjer že poklicno delujejo oziroma si želijo delovati. Vajo bi bilo smiselno vključevati na ravni podiplomskih študijskih programov. Osnovni deli Kij predstavitve so koristni pri oblikovanju razumljivih definicij in promociji razvoja posameznih področij tudi v javnem zdravstvu.

*Ključne besede:* zdravstvo, integrirana oskrba, izjava za medije, kakovost izobraževanja, javna uprava

## **Integrated Care: How to Effectively Present it in One Minute**

The concept of integrated care is expanding to all areas of health care, including education. Students learn to present the concept in a short and concise way - following the model of the innovation community's mission to spread the innovation culture in the public administration. The Kij presentation was based on the Elevator Pitch. The students included the prepared text/speech in the presentation of seminar papers in two subjects. A qualitative approach was used in text/presentation analysis. On the basis of the prepared statements made by students, it was possible to make out their understanding of integrated care from the point of view of areas where they already work or want to work. It would be reasonable to include this exercise at the level of postgraduate study programmes. The basic parts of the Kij presentation are useful in formulating understandable definitions and promoting the development of individual areas in public health. The concept of integrated care is expanding to all areas of health care

*Key words:* health care, integrated care, press release, quality of education, public administration

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