

FAKULTETA ZA POSLOVNE IN UPRAVNE VEDE NOVO MESTO

Faculty of Business and Management Sciences Novo mesto

VISOKA ŠOLA ZA UPRAVLJANJE IN POSLOVANJE NOVO MESTO

School of Business and Management Novo mesto

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

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

ZBORNİK POVZETKOV

BOOK OF ABSTRACTS

Mednarodna znanstvena konferenca

International Scientific Conference

Novo mesto, 14. in 15. april 2016

IZZIVI GLOBALIZACIJE IN DRUŽBENO-EKONOMSKO OKOLJE EU

GLOBALISATION CHALLENGES AND THE SOCIAL-ECONOMIC ENVIRONMENT OF THE EU

ZBORNİK POVZETKOV

BOOK OF ABSTRACTS

Izdali in založili / Publishers ©

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

Visoka šola za upravljanje in poslovanje Novo mesto
School of Business and Management Novo mesto

Urednica / Editor

Dr. Jasmina Starc

Recenzirali / Outside Reviewers

Dr. Tadija Đukić, dr. Ramiz Kikanović, dr. Iva Konda, dr. Edward Pielichaty

Naslovnica / Title Page

Sandra Hrovat

Lektorica / Copy Editors

Katja Kropce – angleški jezik

Za jezikovno neoporečnost so odgovorni avtorji povzetkov.

Tehnična urednika / Technical Editors

Brigita Jugovič, Bojan Nose

Programski odbor / Programme committee

Mag. Malči Grivec (Slovenija), akad. prof. dr. Zoran Arandžlović (Srbija), dr. Vesna Bedeković (Hrvaška), dr. Ruža Brčić (Hrvaška), dr. Kadrija Hodžić (Bosna in Hercegovina), dr. Sasho Kjošev (Makedonija), dr. Đuro Medić (Hrvaška), dr. Edward Pielichaty (Poljska), dr. Cvetko Smilevski (Makedonija), dr. Jasmina Starc (Slovenija)

Natisnila / Printed

Tiskarna Cicero Begunje, d.o.o.

Naklada / Printing

190 izvodov / 190 Issues

CIP - Kataložni zapis o publikaciji
Narodna in univerzitetna knjižnica, Ljubljana

339.9:061.1EU(082)

IZZIVI globalizacije in družbeno-ekonomsko okolje EU : zbornik povzetkov : mednarodna znanstvena konferenca = Globalisation challenges and the social-economic environment of the EU : book of abstracts : international scientific conference, Novo mesto, 14. in 15. april 2016 / [urednica Jasmina Starc]. - Novo mesto : Fakulteta za poslovne in upravne vede = Faculty of Business and Management Sciences : Visoka šola za upravljanje in poslovanje = School of Business and Management, 2016

ISBN 978-961-6770-33-0 (Fakulteta za poslovne in upravne vede)
I. Vzp. stv. nasl. 2. Starc, Jasmina
284172800

Vsebina / Contents

Dr. Milica Andevski, dr. Mira Vidaković, mag. Dario Vidaković	15
Digitalna participacija i medijska pismenost u Srbiji <i>Digital Participation and New Media Literacy in Serbia</i>	
Dr. Zoran Arandelović, dr. Vladislav Marjanović	16
Uticaj globalizacije na tranziciju <i>Influence of Globalization on the Transition</i>	
Dr. Franci Avsec	17
Označba »izabrana kakovost« v slovenskem agroživilstvu <i>The Designation "Selected Quality" in the Slovenian Agri-Food Sector</i>	
Dr. Vesna Bedeković	18
Interkulturalna kompetencija i globalno socio-ekonomsko okruženje <i>An Intercultural Competence and the Global Socio-Economic Environment</i>	
Tanja Bedovec	19
Inovacijski zdravstveni menadžment <i>Innovative Health Management</i>	
Ante Bilić, Mara Delaš	20
Utjecaj medija na razvoj i sigurnost: Odnos medija i terorizma <i>Media Influence on Development and Security: Relationship between Media and Terrorism</i>	
Mojca Blažič	21
Koncept kariernega menedžmenta v sodobni organizaciji <i>The Concept of Career Management in the Modern Organization</i>	
Maja Brlek	22
Upravljanje ljudskim resursima u malom i srednjem poduzetništvu <i>Human Resource Management in Small and Medium-Sized Entrepreneurship</i>	
Dr. Katja Crnogaj	23
Vpliv institucionalnega okolja na zgodnjo podjetniško aktivnost <i>Impact of Institutional Environment on the Early-Stage Entrepreneurial Activity</i>	
Dr. Dragana Čamilović	24
Značaj informaciono-komunikacionih tehnologija u EU <i>The Importance of Information and Communication Technologies in the EU</i>	
Dr. Slobodan Čamilović	25
Pristup primeni menadžmenta rizicima u menadžmentu ljudskih resursa <i>Approach to the Application of Risk Management in Human Resource Management</i>	
Dr. Đorđe Čuzović, dr. Svetlana Sokolov-Mladenović	26
Rast uticaja transnacionalnih kompanija u globalnoj ekonomiji <i>Influence of Transnational Companies' Increase in the Global Economy</i>	
Mara Delaš, Ante Bilić	27
Upravljanje državom kao markom <i>Managing Country as a Brand</i>	
Miroslav Došenović	28
Vloga in pomen letnih delovnih razgovorov v zdravstveni ustanovi <i>The Role and Significance of Employee Development Dialogue (EDD) in a Health Institution</i>	
Dr. Biljana Đorđević	29
Modeli prilagođavanja zaposlenih inostranom radnom okruženju <i>Models of the Employees' Adjustment to the Foreign Work Environment</i>	

Dr. Jadranka Đurović-Todorović, dr. Vesna Janković-Milić	30
Uticaj monetarnih agregata na stopu rasta BDP u Republici Srbiji <i>Influence of Monetary Aggregates on the GDP Growth Rate in the Republic of Serbia</i>	
Dr. Ljupčo Eftimov, dr. Sasho Kjošev, dr. Predrag Trpeški	31
Strateška uloga menadžmenta ljudskih potencijala u organizacijama R. Makedonije <i>Strategic Role of Human Resource Management in Organizations in the Republic of Macedonia</i>	
Dr. Karmen Erjavec	32
Delo v zdravstveni negi v Sloveniji v obdobju pozne moderne <i>Nursing Care Work during Late Modernity in Slovenia</i>	
Dr. Bojana Filej, dr. Boštjan Žvanut	33
Sistem menedžmenta zdravstvene nege – ali je prišlo do sprememb? <i>Management System in Nursing Care – Have there been any Changes?</i>	
Dr. Dejan Gligović, dr. Dragan Vukasović	34
Inovacioni aspekt strateške konkurentnosti <i>Innovation and Strategic Competitiveness</i>	
Ajda Gobec Jerele	35
Svetovni pravni sistemi in pravne kulture držav vzhoda <i>World Legal Systems and Legal Cultures of Eastern World Countries</i>	
Dr. Ladin Gostimirović, mag. Jasminka Ahmetašević Zekić, dr. Dragan Janjušić	36
Značaj inovacije u unapređenju poslovanja kompanije Isowood <i>Importance of Innovation in Improving Business of Isowood Company</i>	
Ines Greblo	37
Aktualne migracije i demografska struktura EU u geopolitičkom kontekstu <i>Geopolitical Frame of Migrations and Demographic Structure in EU</i>	
Mag. Malč Grivec	38
Internacionalizacija na Visoki šoli za upravljanje in poslovanje Novo mesto <i>Internationalization at the School of Business and Management Novo mesto</i>	
Pavle Hevka	39
Koncept prioritizacije izvajanja del vzdrževanja cest <i>Concept of Prioritization of Road Maintenance Implementation</i>	
Mag. Jarmila Hojs Potočnik	40
Povezanost diplomantov terciarnega izobraževanja z inovacijskim indeksom <i>Correlation between Tertiary Education Graduates and Innovation Index</i>	
Dr. Petronije Jevtić, dr. Ljiljana Stošić Mihajlović, Miroslava Jevtić	41
Primena program menadžmenta u realizaciji strateških ciljeva organizacije <i>Implementing Program Management for Realisation of Strategic Goals</i>	
Dr. Marina Jovičević Simin, dr. Miladin Kalinić	42
Žig garancije kao faktor necenovne konkurentnosti nacionalne privrede <i>Guarantee Trademark as a Factor of Non-Price Competitiveness of National Economy</i>	
Dr. Milorad Jovović, mag. Bojana Femić-Radosavović, Nikola Mišnić	43
Istraživanje monitoringa zadovoljstva korisnika bankarskih usluga u Crnoj Gori <i>Exploring Customer Satisfaction Monitoring in Banking Services in Montenegro</i>	
Dr. Laura Južnik Rotar	44
Delati ali se izobraževati? <i>To Work or to be Educated?</i>	

Lidija Kegljevič Zagorc	45
Trajnostne investicije in oblikovanje razvojnih ciljev <i>Sustainable Investments and Designs of the Development Goals</i>	
Dr. Ljubčo Kevereski, mag. Dejan Boskovski	46
From Self-Management to Successful Leadership <i>Od samoupravljanja do uspešnega vodenja</i>	
Dr. Ramiz Kikanović, mag. Mirza Kikanović, mag. Selma Vidimlić, Amna Pašić	47
Računovodstvena struka kao bitan faktor pri donošenju kvalitetnih poslovnih odluka <i>Accounting as an Important Factor in Making Quality Business Decisions</i>	
Dr. Beno Klemenčič, Natalija Klemenčič	48
Vpliv spletnih medijev na nakupno vedenje porabnikov <i>Impact of Online Media on Consumer Shopping Behaviour</i>	
Maruša Konajzler	49
Reševanje konfliktov na delovnem mestu <i>Solving Conflicts in the Workplace</i>	
Dr. Iva Konda, dr. Rajko Macura	50
Raziskava vpliva demografskih dejavnikov na podjetniške namere študentov <i>Research of the Influence of Demographic Factors on Entrepreneurial Intentions among Students</i>	
Dr. Konstanca Korenčič Kampl	51
Standardni procesi efikasno profesionalno ponašanja <i>Standard Processes of Efficient Professional Behaviour</i>	
Mag. Zorana Kostić, mag. Ivana Ilić, mag. Jelena Mladenović	52
Konsekvence procesa globalizacije na ekološke performanse i privredni razvoj <i>Consequences of Globalization Process on Environmental Performance and Economic Development</i>	
Simona Kotar	53
Izobraževanje, usposabljanje in izpopolnjevanje zdravstvenih delavcev <i>Education, Training and Development of Health Professionals</i>	
Dr. Marija Kotevska – Dimovska, mag. Sipro Mavrovski, mag. Draga Ristevska	54
Uloga ljudskih resursov u doba globalizacije <i>The Role of Human Resources in the Age of Globalization</i>	
Damjan Krajnc	55
Timsko delo v zdravstvu <i>Teamwork in Health Care</i>	
Nataša Krajnc Zakrajšek	56
Zaupanje v timih in organizaciji kot temelj dobrega dela <i>Confidence in Teams and Organization as a Good Quality Work Basis</i>	
Dr. Milena Kramar Zupan	57
Vodenje s poslanstvom kot prvino menedžmenta v Zdravstvenem domu Novo mesto <i>Leadership with the Mission as an Element of Management in Health Centre Novo Mesto</i>	
Dr. Nevenka Kregar Velikonja	58
Globalna vpetost slovenskih malih podjetij na področju biotehnologije <i>Global Integration of Slovenian Biotech SMEs</i>	
Dr. Ljiljana Krneta	59
Evropska Unija danes i u budućnosti - prostor stereotipa i socijalne percepcije <i>The EU Today and in the Future - Place of Stereotypes and Social Perception</i>	

Katja Krobe, Nina Granda Motivacija za učenje poslovnoga tujea jezika <i>Motivation for Learning Business Foreign Languages</i>	60
Gorazd Laznik Fluktuacija in absentizem v zdravstvenih ustanovah <i>Fluctuation and Absenteeism in Healthcare Institutions</i>	61
Mag. Ljiljana Leskovic Ali se lahko čustvene inteligence naučimo? <i>Can Emotional Intelligence be Learned?</i>	62
Tanja Leskovšek Ravnateljev vpliv na sodelovanje in profesionalni razvoj učiteljev <i>Headmaster's Impact on Cooperation and Professional Development</i>	63
Dr. Čedomir Ljubojević, dr. Gordana Ljubojević, mag. Nina Maksimović Principi i instrumenti upravljanja u visokoobrazovnim institucijama <i>Principles and Instruments of Governance in Higher Education Institutions</i>	64
Mag. Miloš Lutovac, Vesna Marić, Ivana Vujanić Status i perspektiva srpskih turističkih kompanija u globalnom okruženju <i>Status and Perspective of Serbian Tourism Companies in the Global Environment</i>	65
Mirjam Marguč Obladovanje stresa pri ravnateljih <i>Controlling the Stress of Headmasters</i>	66
Miladin Marković Reinženjering – model restrukturiranja drvno industrijskih poduzeća <i>Reengineering - Model of Restructuring the Wood Industry Enterprises</i>	67
Filip Medaković, dr. Anita Prelas Kovačević, mag. Marijana Špoljarić Povezanost stupnja obrazovanja i zadovoljstva zaposlenika <i>Connection between the Education Level and Satisfaction in the Workplace</i>	68
Dr. Đuro Š. Medić Horvatovi pogledi na globalizaciju i Europsku Uniju <i>Horvat's Views on Globalization and the European Union</i>	69
Mag. Sandra Milanović, mag. Eva Eraković, mag. Marija Milosavljević Konkurentnost poreskih sistema iz ugla Doing Business izveštaja <i>The Competitiveness of Tax Systems from the Perspective of Doing Business Report</i>	70
Dr. Ljubomir Miljković, mag. Dejana Miljković Uticaj domaće štednje na makroekonomsku stabilnost Republike Srbije <i>Impact of Domestic Saving on the Macroeconomic Stability of the Republic of Serbia</i>	71
Mag. Danijel Milošević, mag. Aleksandar Đorđević Globalizacija i ljudski resursi <i>Globalisation and Human Resources</i>	72
Slavica Mitrovski Zaradi ustvarjalnosti smo deležni novosti, napredka in razvoja <i>Creativity Creates Novelty, Progress and Development</i>	73
Dr. Igor Mladenović, dr. Slobodan Cvetanović Determinante uvoza u zemljama Zapadnog Balkana u uslovima globalizacije <i>Import Determinants in Western Balkans in the Globalization Conditions</i>	74

Mateja Mlakar Delavska zadruga – model ekonomske demokracije <i>A Worker Cooperative – Model of Economic Democracy</i>	75
Nina Mojsova Kjoševa Slobodno kretanje kapitala u Makedoniji <i>Free Movement of Capital in Macedonia</i>	76
Dr. Radmila Nikolić, dr. Branko Jovanović Upravljanje kvalitetom doktorskih studija <i>Quality Assurance of Doctoral Studies</i>	77
Sara Novak Znanje zdravstvene ustanove in kako ga upravljati <i>Knowledge of a Health Institution and How to Manage it</i>	78
Dr. Ivana Ogrizek Biškupić, Krešimir Jurina Utjecaj razine informacijske pismenosti poduzetnika na troškovnu stranu ulaganja u IT <i>Impact of Entrepreneurs' Information Literacy on IT Investment Costs</i>	79
Mag. Branko Parać Porezni status reinvestirane dobiti u hrvatskoj – poticaj ili promašaj <i>Tax Status of Reinvested Earnings in Croatia - an Incentive or a Miss</i>	80
Dr. Nebojša Pavlović Kreativno mentorstvo kao veza između nastavnika i studenata <i>Creative Mentoring as a Link between Teachers and Students</i>	81
Dr. Miroslava Petrevska, dr. Ljupka Petrevska, dr. Ivana Petrevska Uloga zdravstvenog osiguranja kroz ekonomske reforme u Srbiji <i>The Role of Health Insurance through Economic Reforms in Serbia</i>	82
Mag. Slobodan Petrović Političko-kulturološke prednosti i posledice globalizacije <i>Political-Cultural Advantages and Consequences of Globalization</i>	83
Dr. Edward Pielichaty Settlement of Income from the Sales of Bancassurance Products in Banks' Accounting Records <i>Poravnava prihodkov od prodaje bančnega zavarovalništva v računovodskih izkazih bank</i>	84
Dr. Novo Plakalović Razlozi nedavnih propadanja banaka u Republici Srpskoj i Srbiji i pouke <i>Recent Failure of Banks in the Republic of Srpska and Serbia and Moral Lessons</i>	85
Dr. Kostadin Pušara, dr. Aleksandra Pušara Korupcija i njen uticaj na razvoj i integraciju u zemljama Zapadnog Balkana <i>Corruption and its Impact on the Development and Integration of Western Balkan Countries</i>	86
Mag. Žarko Rađenović, dr. Tatjana Boshkov Utjecaj humanog kapitala na uspeh u karijeri – bankarski sektor u Srbiji i Makedoniji <i>Human Capital and its Impact on the Career Success - Serbian and Macedonian Banking Sector</i>	87
Mag. Barbara Rodica, dr. Sergej Gričar Študija primera inovativne storitve <i>Case Study of Innovation Service</i>	88
Igor Rosić Stavovi opće javnosti o poslovnom lobiranju u Hrvatskoj <i>Attitudes of General Public towards Corporate Lobbying in Croatia</i>	89

Dr. Vladimir Rosić, dr. Gordana Nikolić Čovjek u društvu i sistemu <i>Individual, System and Society</i>	90
Dr. Alenka Rožanec, dr. Sebastian Lahajnar Obladovanje netehničkih dejavnika informacijske varnosti <i>Managing Non-Technical Factors of Information Security</i>	91
Maja Rožman, dr. Sonja Treven, dr. Vesna Čančer Delovna zavzetost starijih v primerjavi z mlajšimi zaposlenimi <i>Engagement of Older Employees Compared to Younger Employees</i>	92
Dr. Ivona Santini, mag. Augustin Zbiljski, Filip Peričić Prilog utemeljenju inoviranog finansijskog modela točke pokrića <i>Addition to the Innovative Financial Break-Even Point Model Establishment</i>	93
Dr. Vojislav Sekerez Računovodstvena regulativa i kvalitet izveštavanja o zaštiti životne sredine <i>Accounting Regulative and the Quality of Environmental Reporting</i>	94
Dr. Olga Shishkina, mag. Elena Gayko Globalization and Economic Security of Russia <i>Globalizacija in gospodarska varnost Rusije</i>	95
Dr. Cvetko Smilevski Organizacijska vzdržnost in teorija uravnoteženja interesov <i>Organizational Sustainability and Theory of Balancing the Interests</i>	96
Dr. Stana Smiljković Slovenački pisci za decu u srpskoj školi - primer prožimanja jezika i kulture <i>Slovenian Authors for Children in Serbian School - an Example of Language and Culture Intertwinement</i>	97
Robert Sotler Pomen mednarodnih akreditacij zdravstvenih zavodov v Sloveniji <i>The Importance of International Accreditation of Healthcare Institutions in Slovenia</i>	98
Dr. Dragana Stanojević Kooperativnim učenjem do multikulturalnog koncepta u obrazovanju <i>With Cooperative Learning to the Multicultural Concept in Education</i>	99
Dr. Jasmina Starc Osebnostne vrednote in etično vedenje menedžerjev 21. stoletja <i>Personal Values and Ethical Behaviour of the 21st Century Managers</i>	100
Dr. Tatjana Stevanović, dr. Marija Petrović-Randelović, dr. Snežana Radukić Integrirano izveštavanje – informacijski osnov upravljanja održivim razvojem <i>Integrated Reporting – Information Basis of Managing Sustainable Development</i>	101
Dr. Buba Stojanović Rad na tekstu - preduslov uspešnog učenja i permanentnog obrazovanja <i>Working on Text - Precondition for Successful Learning and Permanent Education</i>	102
Dr. Ljiljana Stosić Mihajlović, dr. Petronije Jevtić, Miroslava Jevtić Ekonomski efikasnost i moral <i>Economic Efficiency and Morality</i>	103
Dr. Danica Šantić, dr. Dejan Đorđević Migracije kao faktor promena demografskog profila EU <i>Migration as a Factor of Changing the EU Demographic Profile</i>	104

Olga Štancar Piercing – dejavnik tveganja okužbe pri praktičnem pouku <i>Piercing – the Risk Factor for Infections in Practical Courses</i>	105
Mag. Mihovil Šušnič, dr. Dafne Vidanec Monetarni izzivi Keynesove makroekonomske koncepcije u 21. stoljeću <i>Monetary Challenges of the Keynes' Macroeconomic Concept in the 21st Century</i>	106
Barbara Švajger Obremenjenost zdravstvenih delavcev s stresom in izogorevanje na delovnem mestu <i>Stress Related Burden and Burnout among Healthcare Workers at their Workplace</i>	107
Dr. Milica Vasiljević Blagojević, Verica Trbović, mag. Sanja Stanisavljević Primenjivost teorije o radnoj motivaciji u zdravstvenim ustanovama <i>Applicability of the Work Motivation Theory in Healthcare Institutions</i>	108
Dr. Saša Virijević Jovanović, mag. Danijela Rak, mag. Ana Džida Značaj digitalnog brendiranja u savremenom poslovnom okruženju <i>The Role of Digital Branding in Contemporary Business Environment</i>	109
Mag. Ernest Vlačić, Karlo Masnjak Apsorpcijski kapacitet hrvatskih poduzeća <i>Absorption Capacity in Croatian Firms</i>	110
Mag. Anton Vorina, Marina Stanojević, Jelena Stanojević Opredelitev in merjenje zavzetosti zaposlenih <i>Defining and Measuring the Employee Engagement</i>	111
Anamarija Vrhovec Pomen čustvene inteligence na delovnem mestu <i>The Importance of Emotional Intelligence in the Workplace</i>	112
Dr. Evgeniya Yazovskikh, dr. Alexander Mokronosov A System of Management in Russian Federal Universities <i>Sistem menedžmenta na ruskih zveznih univerzah</i>	113
Mateja Zalokar Ekonomski migranti v 19. in 20. stoletju <i>Economic Migrants in the 19th and 20th Century</i>	114
Dr. Dmitrii Zerkin Organization's activities Adaptive and Situational Management Mechanism Formation <i>Oblikovanje mehanizma za prilagodljivi in situacijski menedžment glede na dejavnost podjetja</i>	115
Alenka Zupan Spodbujanje zaposlenih z dejavniki, vezanimi na spremljanje dela <i>Encouraging Employees with Factors Linked to Work Monitoring</i>	116
Vesna Zupančič, Liljana Gajser Dvojmoč, dr. Bojana Filej Razvoj odgovornosti za zdravje kot izziv globalizacije <i>Developing Health Responsibility as a Globalisation Challenge</i>	117

Povzetki / Abstracts

Dr. Milica Andevski

Filozofski fakultet, Novi Sad

Dr. Mira Vidaković

Visoka škola strukovnih studija za menadžment i poslovne komunikacije Sremski Karlovci

Mag. Dario Vidaković

Novi Sad

Digitalna participacija i medijska pismenost u Srbiji

Cilj ovog istraživanja je ispitivanje razlike u novoj medijskoj pismenosti (NML) između tri grupe ispitanika: srednjoškolaca, studenata i nastavnika, što je u radu operacionalizovano kroz tri odvojena dela: razlike između tri grupe ispitanika, rađene su na osnovu njihove izloženosti medijima, digitalnog učešća i medijskih kompetencija. Teorijski okvir istraživanja čini teorija participativne kulture i veštine potrebne za korišćenje novih medija, kako ih je definisao Henri Jenkins. Istraživanje je sprovedeno u Srbiji u 2013, upitnikom sprovedenim na uzorku od 454 ispitanika. U statističkim analizama primenjena je MANOVA i Scheffeoov post hoc test. Istraživanje je sprovedeno u Srbiji u 2013 godini. Rezultati pokazuju da su najviše učenici srednjih škola, zatim studenti, a najmanje, nastavnici, izloženi medijima, imaju udeo u digitalnom učešću i poseduju medijske kompetencije, osim, kada se radi o prosuđivanju multimedijalnog sadržaja, gde dominiraju nastavnici. Rezultati studije daju smernice za razvoj NML, i očekuje se da budu posebno korisni liderima u obrazovanju, kao i kreatorima obrazovnih politika.

Cljučne reči: medijska pismenost, digitalna participacija, učenici, studenti, nastavnici

Digital Participation and New Media Literacy in Serbia

The aim of this study is to examine the differences in new media literacy (NML) among three groups of respondents: high school students, college students and teachers. The objective was operationalized through three separate sections: the differences among the three groups of respondents were examined based on their exposure to the media, digital participation and new media competencies. The theoretical framework of the research is Henry Jenkins' theory regarding participatory culture and skills needed to use the new media. The research was conducted in Serbia in 2013, using the questionnaire technique on a sample of 454 respondents. MANOVA and Scheffe's post hoc test were applied in the statistical analysis. The results show that primarily the high school students, followed by college students, and lastly teachers, spend are exposed to the media, engage in digital participation and possess new media competencies, with an exception regarding the judgment of multimedia content, in which case the situation is completely reversed, and the predominant group are the teachers. Reflecting the scientific and professional contribution of this study, the results represent the guidelines for developing NML competences in education, and are therefore expected to be particularly useful to leaders in education, as well as to creators of educational policies.

Key words: media literacy, digital participation, high school students, college students, teachers

Uticaj globalizacije na tranziciju

Globalizacija je proces koji ekonomski nije nov, ali je tokom vremena menjao svoje pojavne oblike i intenzitet svog uticaja. U novije vreme on zahvata planetarnu ekonomiju, u nameri institucionalizacije od strane najjačih ekonomija sveta. Globalizacija poprima nove oblike koji su sve složeniji i sa sve jačim uticajem, ne samo na pojedinačne ekonomije, već i na procese. Proces prelaska sa centralno-planske na tržišnu privredu, koji se intenzivirao 90-ih godina prošlog veka i koga nazivamo tranzicijom, još uvek traje u nekim zemljama, a u većini zemalja iz ove grupacije je on odavno završen. Posledice ovog ipak bolnog procesa su različite od zemlje do zemlje, relativno su merljive i poznate. Uticaj procesa globalizacije na proces tranzicije je evidentan, ali još uvek u dobroj meri obavljen velom tajni. Rad će pokušati da osvetli najznačajnije uticaje koje je globalizacija imala na tranziciju kao proces, ali i na pojedinačne zemlje iz grupacije tranzicionih, koji će se posmatrati u uporednoj analizi tranzicionih indikatora.

Ključne reči: globalizacija, tranzicija, tranzicioni indikatori, institucionalizacija

Influence of Globalization on the Transition

Globalization as a process, in economical terms, is not new, but over time it has changed its manifestations and the intensity of its influence. Recently, it has started affecting planetary economics with the intention of institutionalization by the strongest world economies. Globalization assumes new, complex forms that have stronger influence not only on particular economies, but also on the processes. The process of shifting from centrally planned to market economy, being intensified during the 90s of the last century and known as the transition, is still ongoing in some countries, but in the majority from this group, it ceased a long time ago. The consequences of this painful process differ from country to country; they are relatively measurable and well known. The influence of the process of globalization on the process of transition is evident, but still "shrouded in a veil of secrecy". This paper will attempt to enlighten the most significant influences that globalization had on transition as a process, but also on particular countries from the transition group that will be evaluated in a comparative analysis of transitional indicators.

Key words: globalization, transition, transitional indicators, institutionalization

Označba »izbrana kakovost« v slovenskem agroživilstvu

Upošteva močno razdrobljena zemljišča z omejenimi naravnimi danostmi in bogato raznovrstnost razmeroma neokmjene narave ležijo konkurenčne priložnosti slovenskega kmetijstva predvsem v visoki kakovosti proizvodov. Tako Zakon o kmetijstvu med drugim ureja prostovoljne označbe in sheme kakovosti, med slednje pa je novela zakona leta 2014 uvrstila tudi »izbrana kakovost«. Na ta način se sme označiti kmetijski pridelek ali živilo s posebnimi lastnostmi, ki se nanašajo predvsem na pridelavo, predelavo ali kakovost in poreklo osnovnih surovin. V letu 2015 so izvedbeni predpisi uredili postopek priznanja označbe »izbrana kakovost«, ugotavljanje skladnosti in kontrolo ter grafično podobo zaščitnega znaka. Na podlagi Zakona o promociji kmetijskih in živilskih proizvodov sprejeti predpisi o vključitvi posameznih sektorjev v program promocije so določili najmanjši odstotek proizvodnje za začetek izvajanja promocije sheme »izbrana kakovost« ter višino obveznega prispevka za financiranje promocije. Prispevek analizira ureditev sheme »izbrana kakovost«, njeno uvajanje, promocijo in financiranje v praksi.

Ključne besede: sheme kakovosti, izbrana kakovost, promocija

The Designation “Selected Quality” in the Slovenian Agri-Food Sector

Considering highly fragmented land with limited natural factors on one side and rich biodiversity of relatively unpolluted nature on the other, the competitive opportunities of the Slovenian agriculture lay mainly in quality products. Thus, the Agriculture Act regulates, inter alia, voluntary designations and quality schemes, among which the designation “selected quality” was introduced by the Amending Act in 2014. This designation may be found on an agricultural product or a foodstuff with special characteristics which relate mainly to the production, processing or quality and origin of the basic raw materials. In 2015, implementing provisions regulated the procedure for the recognition of the “selected quality” designation, the assessment of conformity and control as well as the graphic image. The implementing provisions according to the Promotion of Agricultural and Food Product Act included some specific sectors in the promotion program, specifying a minimum percentage of production for launching the quality scheme promotion, and the amount of compulsory contribution for financing the promotion. The paper analyses provisions about the designation “selected quality” as well as the introduction, promotion and funding of this quality scheme in practice.

Key words: quality schemes, selected quality, promotion

Interkulturalna kompetencija i globalno socio-ekonomsko okruženje

Svijet novoga doba, obilježen globalizacijskim procesima, suočava se s ubrzanim protokom informacija, kapitala, usluga, proizvoda i ljudi. Globalizacija gospodarstva kao temelj procesa koji za sobom povlači sve ostale oblike globalizacije snažno utječe na nezaustavljiv porast trgovine i investiranja, povećane financijske tokove i stvaranje globalnog tržišta. Suvremeni menadžment se u uvjetima dinamičnih promjena nalazi pred novim izazovima koji u središte pozornosti stavljaju novog – suvremenog menadžera čija se znanja i vještine kreću u rasponu od općih konceptualnih i tehničkih znanja, preko interpersonalnih i komunikacijskih vještina ophođenja s ljudima različitih kultura i svjetonazora, do specifičnih vještina upravljanja promjenama. Interkulturalna kompetentnost menadžera, promatrana u kontekstu osnaživanja interkulturalne komunikacije, otvara mogućnosti za oblikovanje novih individualnih i društvenih vrijednosti čiji su kreatori ljudi u stalnoj komunikaciji, nudeći pritom mogućí odgovor na izazove učinkovitog upravljanja međunarodnim poslovnim aktivnostima na globalnom kulturno-pluralnom tržištu.

Gljučne riječi: globalizacijski procesi, globalno kulturno-pluralno tržište, menadžment, interkulturalna kompetencija, interkulturalna komunikacija

An Intercultural Competence and the Global Socio-Economic Environment

Characterized by globalization processes, the so-called New Age world confronts an accelerated information, capital, service, product and people flow. Globalization of economy, as the foundation of a process that entails all other globalization forms, vehemently influences an unstoppable increase in commerce and investments, increased financial flows, and global market creation. In the conditions of dynamic changes, modern management is faced with new challenges that centralize a new, contemporary manager whose knowledge and skills fluctuate from the general conceptual and technical knowledge, via interpersonal and communication skills with people of various cultures and weltanschauungs, to the specific skills of change management. An intercultural competence of managers opens possibilities for the formation of new individual and societal values, observed in the context of an intercultural communication, whose creators are the people in an incessant communication, while providing for a possible response to the challenges of an efficacious management of international business activities on a global culturally pluralistic market.

Key words: globalization processes, global culturally pluralistic market, management, intercultural competence, intercultural communication

Inovacijski zdravstveni menadžment

Menadžment u zdravstvu bi trebao biti sažetak nauke, struku, teoriji i prakse temeljen na filozofiji suvremenog pristupa zdravstvenim potrebama i maksimalizaciji zadovoljstva korisnika zdravstvenih usluga (pacijenata). Ljudski potencijal uz potporu informacijsko komunikacijske tehnologije u pružanju zdravstvene skrbi doprinosi učinkovitosti, pravovremenosti, boljoj prevenciji i boljem upravljanju kroničnim bolestima. Informacijsko komunikacijska tehnologija osim što pridonosi samostalnosti, mobilnosti i sigurnosti pacijenata služi za bolje planiranje zdravstvene skrbi, odnosno općenito poboljšanju kvalitete života. Planiranje zdravstvene skrbi na temelju dokaza iziskuje inovacije u zdravstvenom menadžmentu. Menadžment u zdravstvu je put naprijed kako bi se osiguralo bolji zdravstveni sustav i briga za građane EU-a, veća transparentnost i osnaživanje, više kvalificirane radne snage, učinkovitija, bolja i brža javna uprava, te otvaranje novih poslovnih mogućnosti koje će povećati konkurentnost.

Ključne riječi: zdravstvo, upravljanje, informatizacija, podaci, dokazi

Innovative Health Management

Health Management should comprise a summary of science, theory and practice based on the philosophy of modern approach to health needs and maximisation of satisfaction of the health services users (patients). Human resources supported by information and communication technologies in providing healthcare contribute to efficiency, timeliness, better prevention and better management of chronic diseases. In addition to contributing to the independence, mobility and patient safety, the information and communication technology is used for better planning of healthcare, and generally improves the quality of life. Planning healthcare based on evidence requires innovation in health management. Health Management is a step ahead towards ensuring better healthcare system and care for the EU citizens, better transparency and empowerment, more skilled workforce, more efficient and sustainable healthcare system, more effective and responsive public administration, as well as providing new business opportunities that will increase competitiveness.

Key words: healthcare, management, computerization, data, evidence

Utjecaj medija na razvoj i sigurnost: Odnos medija i terorizma

U kakvom bi eventualno obliku danas postojao terorizam da ne postoje (masovni) mediji? Pitanje je ovo na koje je teško dobiti jednostavan odgovor. Jednako teško kao i složiti se oko sveobuhvatne i općepriznate definicije pojma »terorizam«. Ovim se radom pokušalo što više približiti odgovoru na uvodno pitanje ukazujući na povezanost, isprepletenost, čak i značajne uzajamne »korist« koje imaju mediji i terorizam, a koje proizlazi iz njihove međuovisnosti i »partnerstva«. Bez obzira na to što ni u jednom slučaju ne dijele iste vrijednosti. Mediji su globalizacijom definitivno osigurali sebi još brži, širi, snažniji i izravniji utjecaj, pa time postali i sve važniji čimbenik na području svih oblika sigurnosti, ali i globalnog razvoja. Zahvaljujući svojoj moći pretvorili su se u snažno oružje koje je u istom trenutku pod »kontrolom« agresora i žrtve.

Ključne riječi: terorizam, masovni mediji, medijski terorizam, sloboda medija, publicitet

Media Influence on Development and Security: Relationship between Media and Terrorism

What forms of terrorism would exist today if there were not any mass media? It is difficult to get a simple answer to this question. It is as difficult as to agree on a comprehensive and widely recognized definition of the term "terrorism". This work has tried to reach the answer to the opening question by pointing to the connection, interlacement, and even significant mutual "benefits" that the media and terrorism might have, resulting from their interdependence and "partnership", regardless of the fact that they do not share the same values. The globalization has definitely ensured the media even faster, broader, stronger and more direct influence, and therefore they have become more important factor in the area of all forms of security as well as global development. Thanks to their power, they have turned into a powerful tool that is under the "control" of the aggressor and the victim at the same time.

Key words: terrorism, mass media, media terrorism, freedom of the media, publicity

Koncept kariernega menedžmenta v sodobni organizaciji

Razvoj kariere posameznika v organizaciji se obravnava kot sestavni del menedžmenta človeških virov in je predmet strateškega načrtovanja človeških virov v poslovnih sistemih. Strateško planiranje pomeni dolgoročni in vsestranski proces, ki zajema vse vidike del in odločitev, ki se nanašajo na različne, tudi kadrovske vire v organizaciji. Predstavlja niz odločitev in aktivnosti za doseganje konkurenčne prednosti organizacije in strateških ciljev poslovanja kot odgovor na izzive okolja. Človeški viri imajo eno ključnih vlog pri realizaciji strategije v vsakdanje življenje organizacije. V prispevku se osredotočamo na menedžment človeškega kapitala, znotraj katerega se karierni menedžment ukvarja s celostnim proučevanjem, razvojem in upravljanjem kariere zaposlenih. Poudariti želimo pomen razvoja kariere kot povezovalnega mehanizma med posameznikom in organizacijo z namenom pridobivanja specifično usposobljenega človeškega kapitala za doseganje konkurenčne prednosti organizacije.

Ključne besede: karierni menedžment, človeški kapital, razvoj kariere, sodobna organizacija

The Concept of Career Management in the Modern Organization

Individual career development within the organization is treated as an integral part of human resource management. It is also the subject of strategic planning of human resources in business systems. Strategic planning means a long-term and comprehensive process that covers all aspects of work and decisions relating to various resources, including human resources within the organization. It represents a series of decisions and actions to achieve the competitive advantage and strategic goals of the organization as a response to environmental challenges. Human resources have a key role in transferring business strategy in the daily life of the organization. In the article our focus is on the management of human capital within which the career management deals with comprehensive education, development and career management of employees. We would like to emphasize the importance of career development as a connection mechanism between the individual and the organization in order to obtain specific skilled human capital with the ability to achieve the competitive advantage of the organization.

Key words: career management, human capital, career development, modern organization

Upravljanje ljudskim resursima u malom i srednjem poduzetništvu

Malo i srednje poduzetništvo je jedno od većih gospodarskih sektora u Republici Hrvatskoj koji djeluje pozitivno na razvoj i gospodarski rast Hrvatske. Kroz zadnjih desetak godina u Republici Hrvatskoj je razvoj srednjeg i malog poduzetništva u porastu. Sve razvijene zemlje svijeta, kao i razvije zemlje Europske unije prepoznaju značaj malog i srednjeg poduzetništva te sve prednosti koje malo i srednje poduzetništvo donosi svakoj zemlji. Ljudski resursi i potencijali te upravljanje ljudskim resursima i potencijalima u suvremenom načinu poslovanja ima značaj ključnog faktora za uspješno poslovanje svake organizacije. Upravljanje ljudskim resursima nije samo bitna poslovna funkcija, nego je i poseban pristup menadžmentu koja ljude smatra najvažnijim potencijalom poduzeća i svoju strategiju organizira prema tome. Malo i srednje poduzetništvo rijetko koriste upravljanje ljudskim resursima kao stratešku aktivnost u upravljanju poduzećem, a mali postotak poduzeća koja se i odluči za upravljanje ljudskim resursima kao stratešku aktivnost u upravljanju poduzećima kao i velika poduzeća rade to na dosta pojednostavljen način.

Ključne riječi: ljudski resursi, upravljanje ljudskim potencijalima, malo i srednje poduzetništvo, menadžment

Human Resource Management in Small and Medium-Sized Entrepreneurship

Small and medium-sized entrepreneurship is one of the largest economic sectors in the Republic of Croatia, which has a positive effect on development and economic growth of the country. Throughout the last ten years in Croatia, the development of SME sector is rising. All developed world and EU countries have recognized the importance of small and medium-sized entrepreneurship with all its advantages that it brings to each country. In the modern business environment, human resources and potentials, as well as human resource management are the key factors for a successful operation of any organization. Human resource management is not only an important business function, it is also a special approach to management, which considers people the most important potential of the company, and its strategy is accordingly organized. Small and medium-sized entrepreneurship rarely uses human resource management as a strategic activity in the management of enterprises. However, if a small amount of companies actually decide for the strategic activity of human resources management in the management of enterprises, as well as large enterprises, they do it in a quite simplified way.

Key words: human resources, human resource management, small and medium-sized entrepreneurship, management

Vpliv institucionalnega okolja na zgodnjo podjetniško aktivnost

Individualne značilnosti posameznika in njegov neposredni življenjski prostor so najpomembnejši dejavniki pri razlagi podjetniške izbire. Pri tem je po mnenju nekaterih avtorjev ravno vloga zunanjega institucionalnega okolja kritičnega pomena za razumevanje podjetniškega vedenja. Zunanje makro okolje omogoča in spodbuja podjetniško aktivnost, lahko pa jo tudi zavira in vpliva na konkurenčno naravnost podjetja. Glede na to, da ob tem predpostavljamo pozitiven odnos med podjetništvom in gospodarsko rastjo ter razvojem, je izboljšanje institucionalnih pogojev ključnega pomena za oblikovanje primerne ekonomske politike in spodbud za podjetništvo. Naš namen v prispevku je ugotoviti ali in kako institucionalno okolje vpliva na zgodnjo podjetniško aktivnost. Pri tem bomo uporabili longitudinalno analizo na primeru 24-ih držav. Podatki bodo pridobljeni iz raziskave Globalni podjetniški monitor - GEM ter dopolnjeni s sekundarnimi podatki iz drugih mednarodnih podatkovnih baz (kot je npr. Fundacija Heritage). Predpostavljamo, da izbrani institucionalni dejavniki značilno vplivajo na obseg zgodnje podjetniške aktivnosti. Pri tem bomo v regresijski analizi upoštevali tudi različno razvojno stopnjo posameznega nacionalnega gospodarstva. Predpostavljamo namreč, da je vpliv lahko različen, kar je pogojeno z doseženo stopnjo razvoja in je tudi treba upoštevati pri oblikovanju ukrepov ekonomske politike.

Ključne besede: zgodnja podjetniška aktivnost, institucionalno okolje, institucionalni dejavniki, ekonomska politika

Impact of Institutional Environment on the Early-Stage Entrepreneurial Activity

The role of external environment is critically important in order to gain some understanding of the entrepreneurial behaviour. The external macro environment can enable and encourage the entrepreneurial activity, but it can also slow it down and influence the enterprise's competitive attitude. According to the fact that a positive relationship between the entrepreneurship and economic growth and development is assumed, the improvement of institutional conditions for the field of entrepreneurship is crucial for the formation of appropriate economic policy. The research objective in this article is therefore to determine, whether and how the institutional environment influences the early-stage entrepreneurial activity. For the purposes of empirical testing, a longitudinal analysis on the example of 24 countries will be used. The data will be obtained from the Global Entrepreneurship Monitor database and complemented with the data from other international sources (e.g. Heritage Foundation). We assume that certain institutional environment factors significantly influence the scope of an early-stage entrepreneurial activity. Considering the specific developmental level of the national economy, the impact may be different, which is connected with the achieved development level and needs to be considered in drawing conclusions and measures of the economic policy.

Key words: early-stage entrepreneurial activity, institutional environment, institutional factors, economic policy

Značaj informaciono-komunikacionih tehnologija u EU

Živimo u vremenu koje karakteriše stalan razvoj informaciono-komunikacionih tehnologija (IKT). Ovo u velikoj meri utiče na svakodnevni život ljudi, od načina na koji dolaze do informacija, komuniciraju, kupuju proizvode/usluge do toga kako provode slobodno vreme. IKT imaju ogroman uticaj i na poslovanje preduzeća i pozitivne efekte na razvoj privrede u celini. Za države članice Evropske Unije (EU) razvoj IKT je bitan jer se pokazalo da doprinosi povećanju produktivnosti, konkurentnosti, kao i ekonomskom rastu. Značaj izgradnje informacionog društva je očigledan. Stoga će u ovom radu posebna pažnja biti posvećena analizi razvoja IKT i informacionog društva u EU.

Ključne reči: informaciono-komunikacione tehnologije, informaciono društvo, Evropska Unija

The Importance of Information and Communication Technologies in the EU

We live in a time marked by constant development of information and communication technologies (ICT). This greatly affects the daily lives of people, from the way they obtain information, communicate, buy products/services, to the way they spend their free time. They also have an enormous impact on businesses and positive effects on the economic development. For the Member States of the European Union (EU), the development of ICT is essential because it has been shown that it contributes to an increased productivity, competitiveness and economic growth. The importance of building an information society is clear. Therefore, this paper focuses on the development of ICT and information society in the EU.

Key words: information and communication technologies, information society, the European Union

Pristup primeni menadžmenta rizicima u menadžmentu ljudskih resursa

Menadžment ljudskih resursa spada u jedno od područja u kome još uvek nisu u dovoljnoj meri inkorporisana saznanja iz oblasti menadžmenta rizicima. Potreba za povećanjem kvaliteta odluka iz oblasti menadžmenta ljudskih resursa i poboljšanjem procesa koji su u njihovoj funkciji je evidentna. Pošto se u svakoj poslovnoj odluci, kao i u odvijanju procesa, mogu javiti određeni rizici, poslednjih godina se sve veća pažnja posvećuje razvoju menadžmenta rizicima, kako u teoriji, tako i u praksi. Da bi se ova vrsta menadžmenta efektivno primenila i u menadžmentu ljudskih resursa, neophodno je da se pristup njegovoj primeni zasniva na adekvatnim principima, metodama i tehnikama uz puno uvažavanje svih specifičnosti menadžmenta ljudskih resursa. Iz tog razloga posebna pažnja u radu je posvećena utvrđivanju elemenata gde se menadžmentu ljudskih resursa mogu javiti rizici, razlozima za njihovo nastajanje, indikatorima rizika i načinima njihovog neutralisanja ili smanjivanja.

Ključne reči: menadžment, ljudski resursi, rizik, odluka, proces, tačka rizika, kontrolna tačka

Approach to the Application of Risk Management in Human Resource Management

Human resource management is one of the fields which has not yet completely incorporated the knowledge from the field of risk management. The necessity of making improvements in the quality of decision making in the field of human resource management and improving related processes is obvious. Since every business decision and decision making process carries possible risks, increasing attention has been paid to the development of risk management in recent years, both in theory and in practice. In order to effectively apply this type of management in human resource management, it is necessary to base its application approach on appropriate principles, methods and techniques, fully considering the specifics of human resource management. For this reason, this paper is particularly focused on determining the elements of human resource management in which risks may arise, as well as the reasons for the occurrence of such risks, risk indicators and ways of neutralizing or reducing the risks.

Key words: management, human resources, risk, decision, process, risk point, control point

Dr. Đorđe Ćuzović

Visoka poslovna škola strukovnih studija, Novi Sad

Dr. Svetlana Sokolov-Mladenović

Univerzitet u Nišu, Ekonomski fakultet

Rast uticaja transnacionalnih kompanija u globalnoj ekonomiji

Procese globalizacije privreda i internacionalizacije trgovinskih tokova početkom XXI veka obeležilo je proširenje aktivnosti transnacionalnih kompanija (TNK). Ove kompanije potpomognute naučno-tehničkim progresom afirmišu koncept globalnog tržišta. Iako najveći broj TNK dolazi iz razvijenih zemalja, broj onih koje dolaze iz zemalja u razvoju se povećava. Međutim, ako poredimo imovinu, prodaju i broj zaposlenih TNK iz razvijenih zemalja i zemalja u razvoju, evidentno je da je stepen internacionalizacije TNK iz razvijenih zemalja veći. Rad će imati za cilj da ukaže promene koje su se desile u okviru 100 najvećih TNK iz razvijenih zemalja i 50 iz zemalja u razvoju, na osnovu podataka World Investment Report iz 2004. i 2014. Godine. U radu će posebno biti analizirane TNK koje se bave trgovinom, njihovo mesto i uloga među najvećim TNK i promene koje su se desile tokom poslednje decenije. Takođe, biće sagledan i uticaj TNK iz oblasti trgovine na privredu Republike Srbije.

Ključne reči: transnacionalne kompanije (TNK), internacionalizacija, trgovina, Republika Srbija

Influence of Transnational Companies' Increase in the Global Economy

Globalization processes in economy and internationalization of trade flows at the beginning of the 21st century were marked by expansion of transnational companies (TNCs) activity. These companies, backed by scientific and technological progress, are affirming the global market concept. Although the most TNCs come from developed countries, number of those from developing countries is increasing. Nevertheless, if we compare assets, sales and number of employees between TNCs from developed and developing countries, it is evident that the level of internationalization is higher in TNCs from developed countries. This paper's aim is to point out the changes that occurred within 100 largest TNCs from developed countries and 50 TNCs from countries in development, based on the World Investment Report for 2004 and 2014. The paper will particularly analyze the TNCs engaged in trade, their position and role among the largest TNCs, as well as changes that have occurred during the last decade. The effect of TNCs in trade area on the economy of Republic of Serbia will be analyzed as well.

Key words: transnational companies (TNCs), internationalization, trade, Republic of Serbia

Upravljanje državom kao markom

Rad je temeljen na činjenici da marka nije jednostavan pojam što bi se dalo naslutiti iz njezina čestog korištenja u stručnim i znanstvenim marketinškim krugovima, već da je ona vrlo složen termin koji zahtijeva sustavni pristup. Tako se marka može izučavati kroz koristi koje ona pruža kupcu, kroz elemente na koje se može raščlaniti, a sukladno tome se izučavaju i načini na koje se može graditi i upravljati markom. Međutim, svaki proizvod, odnosno skupina proizvoda zbog svojih specifičnosti zahtijeva različiti pristup stvaranja marke od istog. Sukladno temi istraživanja u radu su posebno proučene specifičnosti izgradnje i upravljanja markom na primjeru države.

Ključne riječi: država kao marka, složen proces, sustavan pristup

Managing Country as a Brand

The work is based on the fact that a brand is not a simple concept that could be concluded from its frequent use in professional and scientific marketing circles, but it is a very complex term that requires a systematic approach. The brand can be explored through the benefits it provides for a customer, the elements to which it can be parsed, and accordingly, the ways in which a brand can be built and managed are studied. However, each product or a group of products, due to its specific features, requires a different approach to creating the brand. According to the research topic, the article studies the specific qualities of building and managing a brand on the example of a country.

Key words: country as a brand, compounding process, systematic approach to branding

Vloga in pomen letnih delovnih razgovorov v zdravstveni ustanovi

Bistvo rednih letnih razgovorov je v tem, da se zaposleni in njegov neposredno nadrejeni enkrat letno poglobljeno pogovorijo o vsem, za kar med letom ni bilo pravega časa. Najpomembnejši vzrok za uvedbo letnih razgovorov se nahaja v njihovi učinkovitosti. Z njimi lahko dosežemo resnično izjemne rezultate, ki lahko vplivajo na razvoj in rast zaposlenih in organizacije. Namen letnih delovnih razgovorov je motivirati sodelavce, da bi dobro razmislili o svojem delu in načrtih ter da bi sami pripravili predloge, kako bi stvari izboljšali, bili še bolj samostojni, odgovorni in iniciativni pri opravljanju svojih nalog. Raziskava je pokazala, da so letni razgovori v zdravstvenih zavodih po večini prisotni, vendar si nadrejeni zanje pogosto vzamejo premalo časa. Kljub temu pogosto upoštevajo predloge svojih podrejenih ter jim dajo možnost, da izražajo svoje mnenje. Letni razgovori se končajo s prijetnimi občutki ter načrtom za izboljšanje osebnih rezultatov in poročilom o opravljenem razgovoru.

Ključne besede: letni delovni razgovor, nadrejeni, zaposleni v zdravstvu

The Role and Significance of Employee Development Dialogue (EDD) in a Health Institution

The purpose of the Employee Development Dialogue (EDD) is to enable the employee and their supervisor to thoroughly discuss the issues for which there was no time during the course of the year. The most important reason for establishing the EDD as a regular practice in an institution is its efficiency. It can lead to achieving truly amazing results which affect the growth and development of the employees as well as the institution. The purpose of EDD is to motivate the employees to reconsider their professional work and plans, and to enable them to offer suggestions for improvement. Furthermore, EDD encourages them to be more independent, responsible and to show more initiative in the workplace. The research shows that EDDs actually do take place in health institutions, however, the supervisors often take too little time to conduct them. Nevertheless, it is also shown that the suggestions, which emerge as a result of the EDDs, are mostly taken into account and the employees given the opportunity of expressing their opinion. EDD usually leads to a pleasant conclusion; an interview report follows the appointment, as well as a personal improvement plan for each employee.

Key words: Employee Development Dialogue, supervisor, healthcare employees

Modeli prilagođavanja zaposlenih inostranom radnom okruženju

U uslovima globalizacije mnoge organizacije se odlučuju da internacionalizaciju svoje poslovne aktivnosti. Kao posledica takve strategije može se javiti potreba da zaposleni izvesno vreme žive i rade u inostranstvu. Takva situacija najčešće znači i susret sa drugačijom kulturom, ekonomskim i pravnim ambijentom itd. Kao posledica toga zaposlenima je potreban izvestan period u kome će se prilagoditi novom radnom i životnom okruženju. Ovaj period je od izuzetnog značaja jer svaki neuspeh u procesu prilagođavanja najčešće rezultira prevremenim povratkom zaposlenog u sedište organizacije. To za organizacije znači nepotrebne troškove uzrokovane potrebom da se takvom zaposlenom obezbedi zamena. Imajući u vidu kompleksnost ovog procesa, a istovremeno i njegov značaj, rad se bavi analizom različitih modela prilagođavanja zaposlenih stranom radnom okruženju kako bi se identifikovanjem ključnih izazova u ovom procesu predložio model efektivnog upravljanja zaposlenima koji se upućuju na međunarodne radne zadatke.

Ključne reči: globalizacija, međunarodni radni zadaci, prilagođavanje, modeli, zaposleni

Models of the Employees' Adjustment to the Foreign Work Environment

In the conditions of globalization, many organizations choose to internationalize their business activities. As a result of such strategy, some employees may have to live and work abroad for a certain period of time. This situation usually means facing different culture, economic and legal environment, etc. As a consequence, employees need some period for adjustment to new working and living conditions. This period is of great importance because any failure in the process of adjustment often results in employees prematurely returning to the headquarters of the organization. A situation like this means unnecessary costs to the organization and they are likely to find the replacement for such employees. Due to the complexity of this process, and at the same time its importance, this paper analyses different models of employees' adjustment to foreign working environment by identifying the key challenges in this process, and proposing the model for effective management of employees who are given international tasks.

Key words: globalization, international assignments, adjustment, models, employees

Uticaj monetarnih agregata na stopu rasta BDP u Republici Srbiji

U ekonomskoj teoriji mogu se uočiti različiti načini objašnjavanja suštine i delovanja monetarne komponente na ključne makroekonomske varijable, kao što su društveni bruto proizvod, stopa privrednog rasta, likvidnost privrede i platni bilans. Indikatori koji služe za određivanje kvaliteta i funkcija novca u privredi, kao i za vođenje monetarne politike jedne zemlje, predstavljaju monetarne agregate. U monetarnoj analizi se najčešće koristi agregat novčane mase. Pored ovog indikatora, predmet analize u ovom radu biće primarni novac, likvidna sredstva, kao i ukupna likvidna sredstva Republike Srbije u periodu 2007-2014. godina. Pored dinamičke analize izabranih indikatora, cilj rada je da se primenom regresione i korelacione analize ispita međuzavisnost i uticaj svakog od izabranih indikatora na stopu rasta bruto društvenog proizvoda (BDP) u Republici Srbiji u analiziranom periodu.

Ključne reči: monetarni agregati, bruto društveni proizvod, Republika Srbija

Influence of Monetary Aggregates on the GDP Growth Rate in the Republic of Serbia

In economic theory, we can observe different ways of explaining the essence and impact of the monetary component on the key macroeconomic variables, such as gross domestic product, economic growth rate, the liquidity of the economy and balance of payments. The indicators which are used to determine the quality and function of money in the economy, as well as the conduct of monetary policy of a country, represent the monetary aggregates. In the monetary analysis, the aggregate money supply most commonly used. In addition to this indicator, the subject of analysis in this paper will also be the primary money, liquid assets and total liquid assets of the Republic of Serbia in the period 2007-2014. In addition to the dynamic analysis of selected indicators, the aim of the paper is to examine the interdependence and impact of each of the selected indicators on the gross domestic product (GDP) growth rate in the Republic of Serbia in the analysed period, by applying the regression and correlation analysis.

Key words: monetary aggregates, gross domestic product, Republic of Serbia

Strateška uloga menadžmenta ljudskih potencijala u organizacijama R. Makedonije

Danas se strategijski menadžment i menadžment ljudskih potencijala predstavljaju kao dvije najvažnije zadaće, t.j. dva najvažnija interesa suvremenog menadžmenta. Preduvjet za postizanje konkurentske prednosti organizacija je upravo njihova međusobna integracija. Isključivo kada je odjel za menadžment ljudskih potencijala uključen u formuliranje strategije i u njezino izvršavanje govorimo o strategijskom menadžmentu ljudskih potencijala. Iako značajni broj izvršnih menadžera deklarativno pokazuje visoku svjesnost za važnost uključivanja menadžmenta ljudskih potencijala, ne samo u proces strategijskog izvršavanja, za koje je tradicionalno zadužen, već i za proces strategijskog planiranja, ipak ne postoji međusobna suglasnost za stupanj do kojeg bi on trebao biti involviran u sami proces. Razna svjetska istraživanja pokazuju različite rezultate, ali i različit uspjeh u postizanju konkurentske prednosti koja je rijetka, vrijedna i teška za imitiranje, a koja na duge staze osigurava opstanak i razvoj organizacijama. Kako bi utvrdili (strategijsku) ulogu menadžmenta ljudskih potencijala u organizacijama Republike Makedonije, i napravili komparaciju sa stanjem na ovom planu u razvijenim zemljama svijeta, sprovedeno je empirijsko istraživanje u 67 organizacija, a rezultati istraživanja detaljno se obrađuju u radu.

Ključne reči: organizacijska strategija, strategijski menadžment ljudskih potencijala, konkurentska prednost, Makedonija

Strategic Role of Human Resource Management in Organizations in the Republic of Macedonia

Today, strategic management and human resource management are the two most important interests and tasks of modern management. Their mutual integration is a prerequisite for achieving organizational competitive advantage. Only when the human resource management department is involved in the strategy formulation and implementation, it comes to the strategic management of human resources. Although a great number of chief executive officers expresses high awareness of the importance of involving human resource management in the process of strategic execution, for which it is traditionally in charge, as well as in the process of the strategic planning, there is no mutual agreement on the extent to which it should be involved in the process. Numerous studies that have been conducted all over the world suggest different results, with different success in achieving competitive advantage which is rare, valuable and difficult to imitate, however, needed for long-term survival and development of the organizations. In order to determine the (strategic) role of human resource management in organizations in Republic of Macedonia and to make a comparison with the situation in the developed countries, a survey of 67 organizations was conducted, and in the paper, the results of the survey are analyzed in details.

Key words: organizational strategy, strategic human resource management, competitive advantage, Macedonia

Delo v zdravstveni negi v Sloveniji v obdobju pozne moderne

Ker se je delo skrbstveni negi v pozni moderni korenito spremenilo, se članek osredotoča na spremembo dela izvajalcev zdravstvene nege v Sloveniji. Cilj študije je bil ugotoviti, kakšne so ključne spremembe dela v zdravstveni negi v zadnjih desetletjih v Sloveniji, in jih razložiti s koncepti pozne moderne. Opravljeni so bili poglobljeni intervjuji z dvanajstimi izvajalci zdravstvene nege. Raziskava je pokazala, da so intervjuvanci poudarili fleksibilizacijo dela ter upoštevanje potreb pacientov in njihovih svojcev, kar sta ključni značilnosti postfordističnega koncepta dela na področju zdravstvene nege. Poročali so o prekamem delu, ki temelji na nizki plači in prekomernem delu. V skladu s post-industrijskim konceptom so pri svojem delu uporabljali različno specializirano znanje in komunikacijske veščine za interakcijo s pacienti in drugimi člani zdravstvenega tima ter za prenos znanja na druge posameznike v okviru promocije zdravja. Intervjuvanci so tudi poudarili osebno angažiranost, prilagajanje situaciji, (samo) ohranjanje ter nenehno individualno refleksijo, kar je v skladu s postmaterialističnim konceptom.

Ključne besede: postfordizem, zdravstvena nega, fleksibilizacija, refleksivnost, Slovenija

Nursing Care Work during Late Modernity in Slovenia

Since the care work has radically changed in late modernity, the article focuses on the changes of the healthcare work providers in Slovenia. The aim of the study was to identify the key changes in the healthcare work in recent decades in Slovenia, and to explain them with the concepts of late modernity. 12 nursing care providers participated in the in-depth interview. The research has shown that the interviewees emphasise flexibility of their work and consider the patients and their family members' needs, which are the main characteristics of the Post-Fordist concept of work in the field of health care. They report about precarious work, which is primarily based on low payment and heavy workload. In accordance with the post-industrial concept, they have used diverse specialised knowledge and communication skills to interact with patients and other members of the healthcare team, as well as to transfer their knowledge to others in the context of the health promotion. They also point out their personal commitment, adapting to situations, self-preservation, and a constant individual reflexivity, which is in line with the post-materialist concept.

Key words: Post-Fordism, nursing care, flexibilisation, reflexivity, Slovenia

Dr. Bojana Filej
Fakulteta za zdravstvene vede Novo mesto
Dr. Boštjan Žvanut
Univerza na Primorskem, Fakulteta za vede o zdravju

Sistem menedžmenta zdravstvene nege – ali je prišlo do sprememb?

Glavne medicinske sestre zdravstvenih zavodov morajo biti ne le menedžerke zdravstvene nege za doseganje najvišje možne stopnje kakovosti zdravstvene nege pri obravnavi pacientov, temveč morajo biti tudi usposobljene in kompetentne menedžerke človeških ter drugih virov za izvajanje procesov in doseganje poslovnih ter drugih ciljev zavoda. Zbiranje podatkov za raziskavo bo temeljilo na kvantitativnem raziskovalnem pristopu. Uporabili bomo deskriptivno kavzalno neeksperimentalno metodo ter tehniko spletnega anketiranja. V raziskavo bomo zajeli 80 glavnih medicinskih sester slovenskih bolnišnic in zdravstvenih domov. Vprašalnik sestavlja dva sklopa: prvi sklop se nanaša na demografske podatke anketirancev, drugi pa obsega 11 področij s 74 trditvami. Ocenjevanje stopnje strinjanja s trditvami bo potekalo po petstopenjski Likertovi lestvici. Dobljene podatke bomo primerjali s podatki, ki smo jih zbrali v raziskavi izvedeni leta 2006, in ugotavljali, ali je prišlo do sprememb v sistemu menedžmenta zdravstvene nege ali ne.

Ključne besede: menedžment, sistem, zdravstvena nega, sprememba, bolnišnica, zdravstveni dom

Management System in Nursing Care – Have there been any Changes?

Besides being managers of nursing care, to achieve the highest possible level of quality in the treatment of patients, head nurses in healthcare institutions must be qualified and competent managers of human and other resources in order to implement the processes and to achieve business and other goals of the institution. Data collection will be based on quantitative research approach. The descriptive causal non-experimental method will be used, as well as the technique of an online survey. In the survey we included 80 head nurses from different Slovenian hospitals and health centres. The questionnaire consists of two parts: The first part refers to the respondents' demographic data, the second part comprises 11 areas with 74 statements. The respondents will have to assess the statements according to 5-level Likert scale of agreement. Data will be compared with data collected in research in 2006, and we will try to find out whether or not there have been any changes in the management system in nursing care.

Key words: management, system, nursing care, change, hospital, health centre

Inovacioni aspekt strateške konkurentnosti

Novi pristupi konkurentnosti preduzeća polaze od koncepta ključnih kompetentnosti koji naglašavaju inovaciju, tehnologiju, znanje i umeće, kao sinergiju koja proističe iz takve orijentacije te kao pravac strateškog oslonca preduzeća. Ključne kompetentnosti (kompetentnosti koje se prostiru preko više poslova i proizvoda i nalaze se u njihovoj osnovi) čine konkurentsku snagu čiju dinamiku određuje tehnologija. Naglasak na razvoju ključnih kompetentnosti podrazumeva napor da se identifikuju bazične moći kompanije kojima će ona u dužem vremenskom periodu moći fleksibilno da konkuriše na promenljivim i često nepredvidljivim tržištima. To je značajna moć koju kompanije stiču jačanjem svoje ukupne baze znanja koja su opredmećena u fizičkim komponentama tehnologije i neopredmećena u sposobnostima i veštinama da se tehnologija efikasno i efektivno upotrebi.

Ključne reči: inovacije, tehnološke kompetencije, konkurentnost, strategija

Innovation and Strategic Competitiveness

New approaches to enterprise competitiveness are based on the concept of key competencies that emphasize innovation, technology, knowledge and skills, as synergies arising from such orientation, as well as a direction towards strategic support to companies. Key competencies (competencies which are spread across multiple jobs and products and are in their base) make the competitive strength, the dynamics of which is determined by technology. The emphasis on development of the key competencies implies an effort to identify the basic power of the company with which it will be able to be competitive on the variable and often unpredictable markets over a longer period of time. This is a significant power that companies gain by strengthening their overall knowledge base that is embodied in the physical components of the technology or intangible in abilities and skills to use the technology efficiently and effectively.

Key words: innovation, technological competencies, competitiveness, strategy

Svetovni pravni sistemi in pravne kulture držav vzhoda

Aktualno migracijsko dogajanje in intenzivna globalizacija posegata in bosta posegali tudi na področje prava Zahodne civilizacije. V preteklosti so Evropejci osvajali Svet in vanj širili svoj vpliv, danes pa Svet osvaja Evropo in v njej pušča vse močnejši pečat. Obstajajo številne kulture in narodi z raznolikostjo tudi v pravnih ureditvah. V svojem bistvu je pravo veda o urejanju odnosov in v globalni vasi se srečujemo z ljudmi z različnih svetovnih koncev, zato moramo vedeti, v kakšen pravni red vstopamo. Predvsem stik s posamezniki iz drugih kultur zahteva vzajemno spoštovanje raznolikosti in razumevanje. Z vidika poslovanja pa pomeni ustrezno izbiro pravnega reda, znotraj katerega se bo odvijal pravnoposlovni odnos. Splošni pregled klasifikacij svetovnih pravnih sistemov, vpogled v kitajsko in islamsko pravo ter navedba organizacij, ki nam nudijo informacije o tujem pravnoposlovnem okolju, so namenjeni spoznavanju kultur, ki se temeljito razlikujejo od Zahodnih pravnih sistemov.

Ključne besede: primerjalno pravo, pravna kultura, svetovni pravni sistemi, mednarodno poslovanje, pravo držav Vzhoda

World Legal Systems and Legal Cultures of Eastern World Countries

Current migration activity and intensive globalization have already strongly influenced the Western law field and will keep up their impact even further. In the past centuries, the Europeans ruled and colonized the World leaving a significant mark. However, today the process of marking is reversed and Europe is daily exposed to footprints of other nations and also to different legal systems. Basically, law is a science of regulating relationships and in a globalized village the multicultural interactions are important to become aware of the world legal systems more than ever. Multicultural interactions must arise out of mutual respect and understanding, and business processes must develop within carefully chosen legal system. General overview of different classifications of legal systems in the world, as well as general points of legal system of Chinese and Islamic law, offer an insight into the legal systems which substantially differ from Western legal systems.

Key words: comparative law, legal culture, world legal systems, international business, law of Eastern World countries

Značaj inovacije u unapređenju poslovanja kompanije Isowood

Cilj istraživačkog rada je pokazati ulogu inovacije za kompaniju. Zapravo šta inovacijski poduhvat doprinosi proizvodnoj drvnj industriji. Kroz dizajn istraživačkog rada prikazali smo slučaj iz prakse bazirajući se na inovacijski proizvod u kompaniji Isowood. Slučaj iz prakse doprinjeo je autorima da razumiju brze promjene koje su se desile u kompaniji Isowood uvođenjem novog proizvoda kuhinjske ploče od iverice. Investiranjem u novi proizvod i tehnologiju u kompaniji Isowood, postigao se povećan broj zaposlenih, povećana potražnja i prihodi na domaćem tržištu.

Ključne riječi: inovacija, poduhvat, drvna industrija, inovacijski proizvod, tehnologija

Importance of Innovation in Improving Business of Isowood Company

The aim of the research study is to show the role of innovation in the company, moreover, what the innovation project actually contributes to the wood industry production. Through the research design we presented a practical case based on the product innovation in the company Isowood. The case from practice contributed to the authors' understanding of the rapid changes that have occurred in the company Isowood by introducing the new kitchen chipboard countertop product. By investing into the new product and technology, the company Isowood achieved the increased number of employees, increased demand and revenue in the domestic market.

Key words: innovation, innovation project, wood industry, product innovation, technology

Aktualne migracije i demografska struktura EU u geopolitičkom kontekstu

Demografija je kompleksna disciplina za razumijevanje društvenog ekonomskog razvoja a kao društvena znanost bavi se stanovništvom s kvantitativnog i kvalitativnog aspekta. Stanovništvo predstavlja specifičan skup osoba u kojemu svaka sudjeluje sa svojim posebnim obilježjima, formirajući strukture. Razvoj stanovništva u datom prostoru i vremenu, osim bioloških uvjeta ovisi o društveno-gospodarskim i socio-kulturnim ambijentom. Stanovništvo u ekonomski proces, bez obira na tip društva, ulazi u dvostruko ulozu: proizvođača kao ukupni radni potencijal zemlje; potrošača - demografska dimenzija unutarnjeg tržišta. Radna snaga - ekonomski aktivni dio stanovništva, najznačajniji je čimbenik procesa proizvodnje u svim tipovima društva. Prirodno kretanje (mortalitet, natalitet) i mehaničko (migracije) čine ukupno kretanje stanovništva. Dali je migracijska kriza planirana geopolitička strategija? Migranti predstavljaju jeftiniju i deficitarnu radne snagu ili izbjeglice kojima po načelima EU treba pružiti zaštitu. Migranti predstavljaju izvor ksenofobije i neracionalnog straha, razlog za kršenja demokratskih načela EU o slobodnom kretanju ljudi. Migracije su dovele u krizu koncept Zapada o »izvozu demokracije« u druge države, jer se pokazalo da rušenje Zapadu nenaklonjenih režima širi kaos po svijetu.

Ključne riječi: migracije, demografija, radna snaga, geopolitika

Geopolitical Frame of Migrations and Demographic Structure in EU

Demography is a complex discipline for understanding the socio-economic development and as a social science studies the population from the quantitative and qualitative aspect. Population is represented by a specific group of persons, where each individual participates with their own special characteristics, forming structures. Development of the population in the given space and time, in addition to biological conditions, depends on the socio-economic and socio-cultural environment. Population in the economic process, regardless of the society type, enters the dual role: as a producer of the country's total work potential; as a consumer - the demographic dimension of the internal market. Labour force – the economically active part of the population is the most important factor in the production process in all types of society. Both, natural (mortality, birth rate) and mechanical (migration) movement make total population movements. Has the migration crisis been planned as a geopolitical strategy? Migrants, as a cheaper and deficient labour force, or refugees that, according to the principles of the EU, should have protection? Migrants are the source of xenophobia and irrational fear, which are the reason for the violation of the EU democratic principles regarding the free movement of people. Migration has led to crisis of the West, based on the so-called concept of "export of democracy" to other countries, since it has become obvious that demolition of the unfriendly regimes to the West, is spreading chaos throughout the world.

Key words: migrations, demography, labour force, geopolitical strategy

Internacionalizacija na Visoki šoli za upravljanje in poslovanje Novo mesto

Pojem internacionalizacije v visokem šolstvu vključuje mobilnost študentov v času študija oz. možnost opravljanja praktičnega usposabljanja, skupne raziskovalne projekte, transnacionalno izobraževanje, vključevanje globalne dimenzije v kurikulum, itd. A to je le en vidik mednarodne dimenzije v visokem šolstvu, vedno pogosteje se namreč govori tudi o internacionalizaciji doma. V prispevku poleg zgodovinskega pregleda internacionalizacije visokošolskega prostora predstavimo še mednarodne aktivnosti Visoke šole za upravljanje in poslovanje Novo mesto, ki so iz leta v leto intenzivnejše. Visoka šola namreč omogoča mobilnost študentov in visokošolskih učiteljev ter drugih sodelavcev, organizira mednarodne znanstvene konference in se vključuje v mednarodne projekte, hkrati pa študentom nudi mednarodno izkušnjo tudi z gostujočimi predavaji visokošolskih učiteljev iz tujine in strokovnjakov gospodarskih subjektov, ki delujejo na mednarodnem trgu. Na ta način prispeva k družbi znanja, k družbi vključevanja in ne nazadnje tudi h konkurenčnosti posameznika in družbe kot celote.

Ključne besede: internacionalizacija, mednarodna konkurenčnost, Erasmus+, Visoka šola za upravljanje in poslovanje Novo mesto

Internationalization at the School of Business and Management Novo mesto

The concept of internationalization in higher education includes student mobility during studies or the possibility for performing practical training abroad, joint research projects, transnational education, integrating the global dimension in the curriculum, etc. However, this is only one aspect of the international dimension of higher education; recently, a very common topic has also become the internationalization at home. In the paper we present the historical review of the higher education area internationalization as well as international activities of the School of Business and Management Novo mesto, which are on the increase from year to year. The school offers the mobility of students, teachers and other staff, organizes international scientific conferences and participates in international projects. What is more, the school enables an international experience for students by inviting guest lecturers from abroad, including experts from economic entities operating in the international market. In this manner the school contributes to the knowledge society, to integration society, and finally to the competitiveness of the individual and society as a whole.

Key words: internationalization, international competitiveness, Erasmus+, School of Business and Management Novo mesto

Koncept prioritizacije izvajanja del vzdrževanja cest

Cestno omrežje s povezano cestno infrastrukturo integrira prostor in zagotavlja družbeno-ekonomski razvoj skupnosti. Spremembe potovalnih navad potnikov ter spremembe v komercialnem in tovornem prevozu zahtevajo, da je omrežje tudi zanesljivo, ustrezno razvito in vzdrževano. Ker se posamezne gospodarske in družbene aktivnosti različno pojavljajo v prostoru in času, se lahko lastnosti in namembnosti posameznih cestnih odsekov razlikujejo. Na drugi strani so tudi stanja po odsekih zelo različna, zato je pomembno, da je vzdrževanje infrastrukture temu prilagojeno. Stanje infrastrukture vpliva na stroške uporabnikov, zanesljivost infrastrukture pa na variabilnost potovalnih časov. Stanje obstoječe infrastrukture lahko izboljšamo s pravilnim in sistematičnim vzdrževanjem, zanesljivost pa s povečanjem fizičnih kapacitet infrastrukture, boljšim stanjem infrastrukture, boljšim upravljanjem, zaračunavanjem infrastrukture ter informiranjem. V prispevku je predstavljena na zgornjih ugotovitvah zasnovana prioritizacija izvajanja del rednega in investicijskega vzdrževanja državnega cestnega omrežja.

Ključne besede: vzdrževanje, cestna infrastruktura, stanje, variabilnost

Concept of Prioritization of Road Maintenance Implementation

Road network with well-connected road infrastructure integrates space and ensures socio-economic development of a community. Changes in travel habits of passengers as well as changes in the commercial and freight transport require a reliable and properly developed and maintained road network. Because the individual economic and social activities appear differently in space and time, the properties and uses of individual/dependent road sections can vary. On the other hand, the situation and needs of individual road infrastructure segments are very different, so it is important that maintenance is adapted accordingly. Condition of infrastructure affects costs for each road user and the reliability of the infrastructure influences the variability of travel times. The state of the existing infrastructure can be improved by regular and systematic maintenance; reliability can be improved by increasing the physical capacity of the infrastructure, improving condition, better management, infrastructure charging and user information. The article presents a novel concept of prioritization of the regular and investment maintenance of the national road network based on the above findings.

Key words: maintenance, road infrastructure, condition, variability

Povezanost diplomantov terciarnega izobraževanja z inovacijskim indeksom

Izobraževanje vpliva na gospodarsko razvitost države in ima številne spill-over učinke. V prispevku zagovarjamo tezo, da je inovacijska razvitost države povezana s terciarno strukturo diplomantov. Faktorska in učinkovitostna gospodarstva imajo šibkejšo inovativno dejavnost kot inovacijska gospodarstva, kjer inovacije predstavljajo 30 % gospodarske dejavnosti. Indikator za človeški kapital je v prispevku definiran z vidika strukture terciarnih diplomantov. Menimo, da je za inovacijski razvoj države pomembna struktura diplomantov terciarnih programov. Naravoslovne smeri terciarnih programov zagotavljajo kakovost znanstvene baze, udeležbo znanstvene baze v gospodarstvu in družbi ter okvime pogoje za razvoj raziskav in inovacij. V prispevku bomo analizirali povezanost strukture diplomantov terciarnih programov in indeksom inovativnosti z razpoložljivimi podatki za 25 držav Evropske unije ter za Islandijo, Norveško in Švico.

Ključne besede: terciarno izobraževanje, področja izobraževanja, inovacijski indeks

Correlation between Tertiary Education Graduates and Innovation Index

Education affects the economic development of the country and has a number of spill-over effects. This paper defends the hypothesis that innovation performance of a country is correlated to the tertiary structure of graduates. Factor-driven and efficiency-driven economies have weaker innovative activity as the innovation-driven economies, where innovation accounts for 30% of economic activity. The indicator of human capital in this paper is defined in terms of the structure of graduates by study fields. We believe that the structure of graduates is important for the innovative development of the economy. The tertiary programmes in natural sciences provide the science base, contribution of the base to the economy and society, as well as the framework for research and innovation performance. We will analyse the correlation between graduates of tertiary programs and innovation index with the available data for 25 countries of the European Union, including Iceland, Norway and Switzerland.

Key words: tertiary education, fields of study, innovation index

Primena program menadžmenta u realizaciji strateških ciljeva organizacije

U radu se prezentuje mogućnost primene koncepta program menadžmenta od strane organizacija koje žele da uvećaju stepen uspešnosti implementacije strateških ciljeva i odluka i iskoriste prednosti postojanja zajedničke, organizacione inicijative. Budući da program menadžment objedinjuje više projekata i, s obzirom na obuhvat i strateški značaj koji ima, upravljanje programom znači i upravljanje procesima strateškog menadžmenta u cilju realizacije strateških odluka. Kvalitet strateških odluka se razmatra shodno uticaju koji te odluke imaju na performanse organizacije, koje uključuju ekonomske faktore, zadovoljstvo korisnika, razvoj ljudskih resursa i održivost. Ako uzmemo u obzir sadržaj tri oblasti strateškog menadžmenta: strateška analiza, izbor adekvatnog pravca akcije i implementacija, možemo reći da program menadžment kroz svoja četiri ključna procesa prati ideju i koncept strateškog menadžmenta, jer se kroz ta četiri procesa: formulacija, planiranje, implementacija i ocena, profilise i sprovodi programski cilj, polazeći od rezultata strateške analize. U radu se zatim prezentuje sadržaj svakog procesa program menadžmenta, ukazujući na doprinos implementaciji strateških ciljeva organizacije.

Ključne reči: program, program menadžment, strateški cilj, strateška odluka, strateški menadžment

Implementing Program Management for Realisation of Strategic Goals

The paper presents the possibility of implementing the concept of program management in organisations that want to increase the rate of success of strategic goals and decisions implementation, and to use the advantages of integrated organisational initiative. Considering the fact that the program management collects different projects and by having a certain scope and strategic importance, it is actually managing the strategic management processes in order to implement strategic decisions. The quality of the strategic decisions is assessed in regard of their influence on organisational performances, which include economic factors, customer satisfaction, human resource development and sustainability. Considering the content of three strategic management areas: strategic analysis, choice and implementation, it is possible to say that program management, by its four major processes, follows the strategic management concept and idea, and through these four processes: formulation, planning, implementation and appraisal, configures and implements the program goals, starting from the strategic analysis results. The paper presents the content of each program management process and its contribution to organisational strategic goals implementation.

Key words: program, program management, strategic goal, strategic decision, strategic management

Žig garancije kao faktor necenovne konkurentnosti nacionalne privrede

Žig koji potrošači prepoznaju može biti najvrednije pojedinačno dobro intelektualne svojine. Cilj zaštite žigom je razvoj tržišta putem diverzifikacije, što pruža mogućnosti da se robe ili usluge obeležene žigom mogu razlikovati vezano za njihovo poreklo, kvalitet i reputaciju, odnosno lojalnost potrošača. Važeći Zakon o žigovima pruža pravni okvir i moćne alate za tržišnu ekspanziju individualnih, a posebno garancijskih i kolektivnih žigova, što pospešuje necenovnu konkurentnost (žig, ambalaža, dizajn, vizuelni identitet proizvoda, rokovi isporuke i sl.) preduzeća i nacionalni privredni razvoj. Osnovna razlika između individualnog i žiga garancije je u broju njegovih nosilaca ili korisnika, iz čega proizilazi da su žigovi garancije najpogodnije i moćno sredstvo za osvajanje novih tržišta i zadržavanje već postojećih.

Ključne reči: individualni žig, kolektivni žig, žig garancije, necenovna konkurentnost, lojalnost potrošača

Guarantee Trademark as a Factor of Non-Price Competitiveness of National Economy

A trademark which consumers recognize can be the most valuable single well of an intellectual property. The goal of trademark protection is the development of markets through diversification, which provides an ability that the goods or services marked with a trademark differ according to their origin, quality and reputation or customer loyalty. The actual Trademark Law provides the legal framework and powerful tools for market expansion of the individual, and in particular the guarantee and collective trademarks, which help to improve the non-price competitiveness (trademark, packaging, design, visual identity of products, delivery deadlines, etc.) of enterprises and national economic development. The main difference between an individual and a guarantee trademark refers to the number of its holders or users, which indicates that the guarantee trademarks are the most convenient and powerful tools for conquering new markets and retaining the existing ones.

Key words: individual trademark, collective trademark, guarantee trademark, non-price competitiveness, customer loyalty

Istraživanje monitoringa zadovoljstva korisnika bankarskih usluga u Crnoj Gori

Tradicionalno se zadovoljstvo potrošača smatra sveukupnim pozitivnim odgovorom koji slijedi iz korišćenja određenog proizvoda ili usluge. U savremenoj marketinškoj teoriji i praksi, težnja da se postigne zadovoljstvo potrošača se vidi kao ishodišna tačka ali i krajnji cilj marketing i poslovnih strategija kompanija koje posluju na konkurentskim tržištima. Međutim, postavlja se pitanje što kompanije rade da bi provjerile da li i u kojoj mjeri ostvaruju proklamovani cilj. Planiranim istraživanjem namjeravamo da provjerimo u kojoj mjeri je u bankarskom sektoru Crne Gore zastupljena logika orijentacije ka kreiranju zadovoljnih klijenata i da li su i u kojoj mjeri banke u Crnoj Gori stvorile uslove i da li zaista prate zadovoljstvo potrošača. Naime, samo na taj način one mogu utvrditi da li se i u kojoj mjeri cilj kreiranja zadovoljnih potrošača ostvaruje. Istraživanje će se obaviti na osnovu direktnog (face to face) polustrukturiranog intervjua sa menadžerima banaka (izvršnim direktorima ili menadžerima sektora za marketing/odnose sa klijentima) i uvidom u razrađene procedure praćenja zadovoljstva klijenata, odnosno istraživanja koja su u tom smislu urađena.

Ključne riječi: praćenje zadovoljstva zaposlenih, bankarske usluge, marketing praksa

Exploring Customer Satisfaction Monitoring in Banking Services in Montenegro

Customer satisfaction is traditionally considered as the overall positive response generated after the use of the specific product or service. In modern marketing theory and practice, aspiration to create a satisfied customer is an originating point as well as the ultimate goal of marketing and general business strategies of companies on the competitive markets. However, this study identifies what companies actually perform in order to examine if they fulfil the customers' needs and achieve proclaimed goal. The objective of this study is to empirically test to which extent the concept of orientation towards creating satisfied customers is actually present in banking services in Montenegro. More specifically, to which extent the banks in Montenegro have created conditions for monitoring customer satisfaction, and if they are really measuring it. Namely, only in that way it is possible to determine if the goal of creating satisfied customers is being realized. In order to address this research question, we will conduct a survey based on direct (face to face) semi-structured interview with managers in banks (chief executives and marketing managers/customer relationship managers), as well as use the insights from the already created procedures of monitoring the customer satisfaction and the previous research in that field.

Key words: monitoring customer satisfaction, banking services, marketing practices

Delati ali se izobraževati?

Prispevek obravnava položaj mladih na nizozemskem trgu dela. Stopnja zaposlenosti mladih je med višjimi, medtem ko je stopnja brezposelnosti med nižjimi v primerjavi z EU in OECD. Vendar pa je na drugi strani treba upoštevati tudi precejšen delež mladih, ki se ne izobražujejo in niso zaposleni. Ključni problem prehoda iz šole v zaposlitev se kaže v tem, da preveč mladih predčasno opusti šolanje z neustrezno izobrazbo in se kasneje sooča s težavami na trgu dela. Prehod iz šole v zaposlitev odraža dinamiko glede na status, ki ga ima mlada oseba na trgu dela. Glede na ekonomsko situacijo mladi podaljšujejo čas šolanja in se tako izognejo brezposelnosti, prehod iz šole v zaposlenost se podaljšuje. V empiričnem delu smo ocenili učinek programa zaposlovanja na verjetnost prehoda mlade brezposelne osebe v izobraževalni sistem. Ocenili smo, da je verjetnost prehoda mlade brezposelne osebe, vključene v program zaposlovanja, v izobraževalni sistem, eno leto po zaključku programa za deset odstotnih točk višja od mlade brezposelne osebe, ki ni vključena v program zaposlovanja. Na dolgi rok je ta verjetnost občutno nižja.

Ključne besede: mladi, trg dela, prehod iz šole v zaposlitev, evalvacija

To Work or to be Educated?

The paper deals with the situation of youth in the Dutch labour market. The youth employment rate is among the highest, whereas the youth unemployment rate is among the lowest in comparison with the EU and OECD. On the other hand, it is also necessary to take into consideration the high share of youth that are neither studying nor employed. The main problem of transition from school to work is that too many young people leave school early, their education is not suitable to the needs in the labour market and consequently, they face difficulties in the labour market. The transition from school to work reflects the dynamics according to the status of the youth in the labour market. According to the economic situation, the period of education is expanding since in this manner the youth avoid unemployment, the transition from school to work is prolonged as well. In the empirical part of the paper, we estimated the effect of an employment programme on the probability of transition of a young unemployed person to the education system. We estimated that the probability of transition to the education system for a young participant in the employment programme in the short run is ten percentage points higher than of that young person who did not participate in the employment programme. In the long run the probability is considerably lower.

Key words: youth, labour market, transition from school to work, evaluation

Trajnostne investicije in oblikovanje razvojnih ciljev

Investicije, katerih cilj je trajnostni razvoj, se od investicij s pretežno ekonomskimi cilji razlikujejo po svojih ciljnih in po številu vključenih interesnih skupin. Zaradi večdimenzionalnih ciljev takšne investicije vključujejo koristi, stroške in tveganja različnih družbenih skupin, kar zahteva usklajevanje ciljev in interesov ter iskanje skupnih razvojnih konsenzov. S tem pa se povečujeta dinamičnost in kompleksnost procesa odločanja. Prispevek se osredotoča na prostorske investicije v Sloveniji, katerih cilj je usmerjen v doseganje trajnostnega prostorskega razvoja. Zaradi svojih značilnosti in strateških ciljev se srečujejo s cilji in interesi različnih družbenih skupin, kar zahteva pogajanja in usklajevanja ter iskanje skupnega razvojnega konsenza. Vendar pa zakonodaja in praksa s področja umeščanja prostorskih investicij v prostor kažeta na normativno neurejeno področje aktivne družbene participacije ter na nesistematičen pristop k oblikovanju skupnih prostorskih ciljev, zaradi česar se odločanje o prostorskih investicijah v Sloveniji odmika od koncepta trajnostnega razvoja.

Ključne besede: trajnostni razvoj, cilji, razvojni konsenz

Sustainable Investments and Designs of the Development Goals

Sustainable development investments differ from the investments with predominant economic objectives by their objectives and the number of stakeholders involved. Due to the multi-dimensional objectives, such investments include the benefits, costs and risks of different social groups, thus requiring the coordination of objectives and interests, and seeking the common development consensus. What is more, the dynamics and complexity of the decision-making process are being increased. This article focuses on spatial investments in Slovenia, with the objectives aimed at achieving sustainable spatial development. Due to characteristics and aims, the spatial investments meet the objectives and interests of different social groups, which demands negotiations, coordination and search for the common development consensus. However, the legislation and practice from the spatial planning field indicate a non-regulated area of active social participation and a non-systematic approach to the development of common spatial goals. In Slovenia, this results in the gap between the spatial investment and the concept of sustainable development.

Key words: sustainable development, objectives, development consensus

From Self-Management to Successful Leadership

Successful leaders in all conceivable areas of human functioning are individuals who efficiently manage both themselves and the people they work with. Considering this, it becomes obvious that the personality of an individual is in the primary focus of numerous other disciplines apart from psychology. This statement has, in fact, been confirmed by an enormous number of theoretical and empirical data. In the era of globalization, complex and turbulent surroundings, the necessity for achieving fast organizational success, inevitably raises the question regarding the psychological profile of a successful leader. The paper attempts to shed light on the unique psychological traits typical of top leaders; the main preconditions for efficient self-management and management of others; the importance of aligning the leader's life cycle with the life cycle of the organization; the top leaders' ability for decoding potential challenges and threats for their organization, etc. The results of this research, based on a survey conducted among top managers of extremely successful companies in the Republic of Macedonia, show that in general, the majority of the psychological attributes needed for achieving top leadership results are, unfortunately, latent, i.e. normally unactivated on the part of the leaders.

Key words: psychological attributes, globalization, identification, organizational success, leaders

Od samoupravljanja do uspešnega vodenja

Uspešni vodje na vseh področjih človeškega delovanja so posamezniki, ki učinkovito upravljajo sami sebe in ljudi, s katerimi delajo. Upoštevač to dejstvo, kmalu postane očitno, da so ob psihologiji še številne druge discipline, kjer je glavni poudarek namenjen osebnosti posameznika. To je potrjeno tudi s številnimi teoretičnimi in empiričnimi raziskavami. V obdobju globalizacije in kompleksnega turbulentnega okolja, potreba po doseganju hitrega organizacijskega uspeha neizogibno sproža tudi vprašanje o psihološkem profilu uspešnega vodje. Prispevek poskuša osvetliti edinstvene osebnostne lastnosti, tipične za vrhunske menedžerje, glavne predpogoje za učinkovito samoupravljanje in upravljanje drugih, pomen uravnave življenjskega cikla vodje z življenjskim ciklom organizacije, zmožnosti vrhunskih vodij za prepoznavanje potencialnih izzivov in nevarnosti za organizacijo, itd. Rezultati raziskave, ki je bila izvedena med najboljšimi menedžerji izredno uspešnih podjetij v Makedoniji, kažejo, da je na splošno večina psiholoških atributov, potrebnih za doseganje vrhunskih menedžerskih rezultatov zgolj latentnih, kar pomeni, da se običajno pri vodjih sploh ne aktivirajo.

Ključne besede: psihološki atributi, globalizacija, identifikacija, organizacijski uspeh, vodje

Dr. Ramiz Kikanović
Sveučilište Univerzitet »Vitez« BIH
Mag. Mirza Kikanović
Husino - Tuzla
Mag. Selma Vidimlić
NLB Banka d. d., Tuzla
Amna Pašić
Sparkasse Bank d.d., Sarajevo

Računovodstvena struka kao bitan faktor pri donošenju kvalitetnih poslovnih odluka

Ako imamo na umu da su prvi računovodstveni dokumenti pronađeni na prostoru na kojem se rasprostirala stara babilonska civilizacija, te da su značajan doprinos razvoju računovodstva, odnosno računovodstvene profesije, dale Egipatska, grčka i rimska civilizacija, možemo zaključiti kroz vjekovno praćenje računovodstvene struke, da je uvijek imala značajno mjesto u svim ekonomijama, a čini se i posebno ili dominantnu poziciju u današnjem vremenu kao faktor pri donošenju adekvatnih, kvalitetnih poslovnih odluka. Računovodstvo možemo promatrati kao vještinu, tehniku ili umijeće, zatim kao naučnu disciplinu, računovodstvo kao uslužnu funkciju poslovnog subjekta, te kao dio upravljačkog informacijskog sistema poslovnog subjekta. U današnjim uslovima globalizacije i visokog stepena međuovisnosti i povezanosti tržišta, računovodstvena profesija unapređuje se i raste brže od mnogih drugih profesija. Nezamislivo je posebno danas, u vremenu neviđenih turbulentnih dešavanja na globalnom nivou, obilježenim kriznim situacijama, bilo šta analizirati i donositi bilo kakve poslovne odluke bez računovodstvene struke.

Ključne riječi: računovodstvena struka, poslovne odluke, finansijski izvještaji, finansijska kriza

Accounting as an Important Factor in Making Quality Business Decisions

If we keep in mind that the first accounting documents were found in the area which was widely ranged by the old Babylonian civilization, and they have been a significant contribution to the development of accounting, or that the accounting profession was given by the Egyptian, Greek and Roman civilization, we can conclude that through the centuries of monitoring the accounting profession, it has always had an important place in all economies, and even today it seems to be on the dominant position as a factor in making adequate, quality business decisions. Accounting could be seen as a skill, technique or competency, as a scientific discipline; the accounting services function as a business entity, and as a part of the information system management entity. In the present context of globalization and the high degree of interdependence and connections of markets, the accounting profession has advanced and grown faster than any other profession. It is unimaginable, especially today, at a time of an unseen turbulence on a global level, marked by crisis, to analyze something and to make any business decision without the accounting profession.

Key words: accountancy profession, business decisions, financial statements, the financial crisis

Vpliv spletnih medijev na nakupno vedenje porabnikov

V prispevku smo obravnavali pomen spletnih medijev v procesu nakupnega vedenja porabnikov. Z razvojem interneta se je povečalo število spletnih medijev in s tem tudi število njihovih uporabnikov. V empiričnem delu smo se osredotočili na slovensko populacijo v starosti od 15 do 29 let. Namen raziskave je bil ugotoviti, ali imajo spletni mediji Google, Facebook, Youtube, Twitter in Najdi.si vpliv na slovenske potrošnike pri nakupu izdelkov ali storitev ter ugotoviti njihov vpliv na nakup posameznih skupin izdelkov in storitev. Ugotovili smo, da anketiranci najpogosteje spremljajo spletno družbeno omrežje Facebook in spletni iskalnik Google. Spletni mediji imajo največji vpliv na nakup oblačil in prehrabnenih izdelkov. Porabniki spremljajo oglase na spletnih medijih pogosto, največji vpliv na nakupno vedenje imata Facebook in Google, obstajajo pa tudi razlike v vplivu spletnih medijev na porabnike po slovenskih regijah.

Ključne besede: nakupno vedenje porabnikov, spletni mediji, družbena omrežja

Impact of Online Media on Consumer Shopping Behaviour

In the article we discussed the meaning of online media in the process of consumer shopping behaviour. With the development of the Internet, the number of online media has increased and so has the number of their users. In the empirical part we focused on the Slovenian population aged between 15 and 29 years. The aim of this research was to find out if the online media Google, Facebook, Youtube, Twitter and Najdi.si have an impact on Slovenian consumers when purchasing products and to find out the media's impact on the purchase of individual groups of products and services. We found that the interviewees most often follow the social media Facebook and use the web browser Google. Online media have the biggest impact on the purchase of clothes and food products. Consumers often follow advertisements on online media. Facebook and Google have the biggest impact on shopping behaviour; however, there are differences in the impact of online media on consumers by Slovenian regions.

Key words: consumer shopping behaviour, online media, social media

Reševanje konfliktov na delovnem mestu

Dobri odnosi so ključnega pomena za dobro delovanje s sodelavci na delovnem mestu. Konflikti se pojavijo takrat, ko sodelavci ne najdejo skupnega jezika. Konflikti so vsakodnevni pojav na delovnem mestu in sta zanj vedno potrebni dve osebi. Sposobnost za reševanje konfliktov lahko razvijemo in jih s tem lažje rešujemo. Reševanja le-teh se loti vsak posameznik drugače in ima za njihovo reševanje svoj način. Konflikti niso samo negativni, ampak tudi pozitivni. Pozitivni konflikti lahko povzročijo dobre spremembe na delovnem mestu in spodbujajo razvoj posameznika in zahtevajo rešitve. Slaba komunikacija lahko hitro pripelje do konflikta. V prispevku predstavljamo načine reševanja konfliktov na Očesni kliniki Ljubljana. Čeprav so v raziskavi zaposleni odgovorili, da niso prepirljivi, se vseeno pojavljajo konflikti, ki jih uspešno rešujejo. Nihče pa ne bi menjal službe zaradi konfliktov.

Ključne besede: konflikt, medsebojni odnosi, komunikacija

Solving Conflicts in the Workplace

Good relations are of crucial importance for a good cooperation with colleagues. Conflicts appear when colleagues cannot find a common language. Every day, conflicts are present at work and always two people are needed for a conflict. If we develop the ability to solve conflicts, we can easily deal with them. Each individual has their own way of solving problems. Conflicts are not always negative, they can be positive as well. Positive conflicts cause good changes in the workplace, encouraging the individual's development and demanding solutions. Bad communication often leads to a conflict. The article presents the ways of solving conflicts at the Department of Ophthalmology in Ljubljana. Even though the interviewees claim they are not quarrelsome, the conflicts among them appear, but they solve them successfully. None of the respondents would change the job due to the conflicts.

Key words: conflict, interpersonal relations, communication

Raziskava vpliva demografskih dejavnikov na podjetniške namere študentov

Podjetniške namere predstavljajo potreben pogoj za podjetniško aktivnost in so ključnega pomena za razumevanje celotnega procesa podjetništva. Na oblikovanje posameznikove podjetniške namere vplivajo predvsem njegova stališča do podjetništva, subjektivne norme glede ustreznosti in primernosti podjetniške aktivnosti ter zaznane sposobnosti in zmožnosti za podjetniško aktivnost (Ajzen, 1991). Rezultati raziskav kažejo tudi vpliv drugih dejavnikov na odločitve za podjetniško pot, pri čemer so izpostavljene predvsem podjetniške priložnosti in možnosti za financiranje podjetij. Namen prispevka je raziskati vpliv demografskih dejavnikov na podjetniške namere slovenskih študentov. V prvem delu prispevka opredelimo konstrukt podjetniške namere in predstavimo ključne dejavnike, ki vplivajo na podjetniške namere študentov. V drugem delu pa opisujemo empirično raziskavo, v kateri je sodelovalo 375 študentov prve bolonjske stopnje, in njene ključne ugotovitve, sledi kratka razprava in zaključek. Menimo, da je potrebno ustvariti bolj pozitiven odnos do podjetništva v celotni družbi in opolnomočiti mlade za podjetništvo, saj je le-to močno gonilo gospodarske rasti in novih delovnih mest.

Ključne besede: podjetniške namere, demografski dejavniki, podjetništvo, študenti, Slovenija

Research of the Influence of Demographic Factors on Entrepreneurial Intentions among Students

Entrepreneurial intentions represent a necessary condition for entrepreneurial activity and are the key for understanding the whole entrepreneurship process. Three main factors affect the creation of individual's entrepreneurial intentions include the individual's attitude toward entrepreneurship, subjective norms regarding the adequacy and suitability of entrepreneurial activity, as well as cognitive skills and abilities for the entrepreneurial activity (Ajzen, 1991). The results of studies reveal that some other factors also influence the decision to start their own business, especially business opportunities and possibilities for financing new businesses. The purpose of the paper is to explore the influence of demographic factors on entrepreneurial intentions among Slovenian students. In the first part of the article, we define the construct of entrepreneurial intentions and introduce the key factors that impact the entrepreneurial intentions of students. The second part describes the empirical study, in which 375 students of the first Bologna cycle have participated with its key findings, followed by a brief discussion and conclusion. We believe that it is necessary to create a more positive attitude towards entrepreneurship within the society and to empower young people for entrepreneurship. Nevertheless, entrepreneurship is a powerful drive of economic growth and new jobs.

Key words: entrepreneurial intentions, demographic factors, entrepreneurship, students, Slovenia

Standardni procesi efikasnog profesionalnog ponašanja

Osnovni cilj ovog rada je razmotriti problem nestandardiziranog profesionalnog ponašanja u modernom društvu, a kroz perspektivu sociologije profesije. U radu se ukazuje na potrebu promjene mentaliteta profesionalnih sredina kroz afirmaciju kulture standardiziranog profesionalnog ponašanja. Sociologija profesija je posebna sociologija koja se bavi genezom i transformacijama profesija. Dio sociologije profesije je profesionalna etika. Osnovni sadržaj profesionalne etike su vrijednosti pretočene u norme. Funkcionalistička paradigma u sociologiji u središtu svog zanimanja ima normativni konsenzus kao preduvjet učinkovitosti organizacija. Profesionalna etika ima dvostruku ulogu da kroz prava i dužnosti omogući etičko odnošenje prema drugima jednako kao i prema samome sebi. Zbog te dualne prirode profesionalne etike kroz niz vrlina, načela, prava i obaveza, čiji je cilj smanjenje nelagode, sukoba i kriza, to je potencijalno područje za pripremanje i ostvarivanje poslovnog uspjeha tvrtki. Navedeno predstavlja okvir ili sadržaj profesionalne kulture koja se može naučiti.

Ključne riječi: sociologija profesija, funkcionalizam, profesionalna etika, profesionalna kultura

Standard Processes of Efficient Professional Behaviour

The basic aim of this paper is to consider the problem of non-standardised professional behaviour in the modern society through the perspective of the sociology of professions. The paper indicates the need to change the mentality of professional environments through the affirmation of the culture of standardized professional behaviour. The sociology of professions is a special sociology area, dealing with genesis and transformations of professions. Professional ethics is a part of the sociology of profession, the basic part of which isturning values into norms. The centre of interest of the functionalist paradigm in sociology is a normative consensus as a precondition of the efficiency of organisations. Professional ethics has a twofold role – to enable ethical relations to others as well as to oneself through rights and duties. Due to the dual nature of professional ethics via numerous virtues, principles, rights and obligations – of which the aim is to decrease discomforts, conflicts and crises, it is a potential area for preparing and realizing the business success of companies. It also represents a framework or a content of professional culture which can be learned.

Key words: sociology of professions, functionalist paradigm, professional ethics, professional culture

Konsekvence procesa globalizacije na ekološke performanse i privredni razvoj

Globalizacija, kao dominantno ekonomski fenomen, proces je koji prožima sve sfere privrednog života. Isključiva okrenutost ka ekonomskim efektima dovodi do zanemarivanja ekoloških konsekvenci ovog procesa. Brojna istraživanja govore u prilog važnosti postojanja uzajamne zavisnosti između ekonomskih aktivnosti i ekološke održivosti. Drugim rečima, u ambijentu globalizacionih promena identifikovana je negativna korelacija između stanja ekoloških performansi i stepena privrednog razvoja. Ostvarivanje komplementarnih ekonomskih i ekoloških ciljeva moguće je samo u izbalansiranim uslovima, odnosno u stimulativnom privrednom okruženju. Cilj rada je sagledavanje kvantitativnih i kvalitativnih implikacija procesa globalizacije na nivo ekoloških performansi na primeru zemalja Evropske unije i Srbije. Specifičnost posmatranog odnosa dobija na aktuelnosti usled različite privredne razvijenosti analiziranih zemalja.

Ključne reči: globalizacija, ekološke performanse, privredni razvoj, Environmental Performance Index

Consequences of Globalization Process on Environmental Performance and Economic Development

Globalization, as a dominant economic phenomenon, is a process that permeates all areas of economic life. An exclusive orientation towards the economic effects leads to neglecting the environmental consequences of this process. Numerous studies indicate the importance of the existence of mutual dependence between the economic activity and environmental sustainability. In other words, there is a negative correlation between the state of environmental performance and the level of economic development within globalization changes. Achievement of complementary economic and environmental goals is possible only in balanced conditions, as well in a stimulating business environment. The aim of the paper is to analyze the quantitative and qualitative implications of globalization process on the level of environmental performance in the EU member states and Republic of Serbia. The specificity of the observed relationship has become topical due to variety of economic development in the analyzed countries.

Key words: globalization, environmental performance, economic development, Environmental Performance Index

Izobraževanje, usposabljanje in izpopolnjevanje zdravstvenih delavcev

Odločitev za zdravstveni poklic je izredno pomembna odločitev. Zanimivo je, da medicinske sestre postajajo družba znanja, v kateri je treba vlagati v razvoj ljudi. Zdravstvena nega se v svetu hitro razvija, zato znanja hitro zastarijo. Da bi sledili razvoju, je pomembno, da medicinske sestre pridobivajo nova znanja in se vse življenje izobražujejo, usposabljujejo in izpopolnjujejo. Medicinske sestre znanja ne pridobijo le v šoli, ampak ga pridobivajo tudi v organizaciji, kjer so zaposlene. Organizacija se mora zavedati, da z izobraževanji, usposabljanji in izpopolnjevanji medicinska sestra pridobi nova stališča, vrednote in veščine. Namen prispevka je, na podlagi teoretičnih izhodišč domače in tuje literature ugotovimo mnenje in odnos zaposlenih medicinskih sester do izobraževanja, usposabljanja in izpopolnjevanja, ki ga zagotavlja delodajalec.

Ključne besede: izobraževanje, usposabljanje, izpopolnjevanje, zdravstveni delavci

Education, Training and Development of Health Professionals

The decision to become a healthcare professional is an extremely important one. Interestingly, nurses are emerging as a knowledge-based society which, as a result, requires necessary investments in people development. World healthcare is evolving rapidly and thus knowledge can quickly become obsolete. In order to follow this evolvement, it is important that nurses gain new skills and pursue lifelong learning, training and development. Knowledge cannot be obtained only through educational institutions, but also through the organizations where nurses are employed. Each organization should be aware of the fact that with education, training and development, nurses acquire new attitudes, values and skills. The purpose of this article, based on theoretical starting points of the existing domestic and foreign literature, is to determine perceptions and attitudes of the employed nurses regarding the employer-provided education, training and development.

Key words: education, training, development, healthcare professionals

Dr. Marija Kotevska – Dimovska
Poslovna akademija »Smilevski«, Bitola
Mag. Sipro Mavrovski
AD ELEM Skopje
Mag. Draga Risteovski
J. B. Tito, Bitola

Uloga ljudskih resursa u doba globalizacije

Ljudski resursi, odnosno, ljudski kapital jedan je od ključnih faktora razvoja gospodarstva u doba globalizacije i temelj za razvoj svakog društva. Zdravo i uspješno društvo je sastavljeno od zdravih, zrelih i uspješnih pojedinaca. Aktualni trendovi u menadžiranju ljudskim resursima vide razvoj znanja, sposobnosti i vještina ljudi kao dugoročnu stratešku imovinu bilo koje tvrtke. Cilj ovog rada je aktualizovati značaj podizanja intelektualne, socijalne i emocionalne razine ljudskih resursa, što je funkcija dobiti svake osobe i funkcija društveno - ekonomskog razvoja. Razvoj jedne organizacije u budućnosti zavisice od toga da li ona dovoljno ulaže u razvoj svojih zaposlenih, koji su najveća dragocenost koju kompanija poseduje. Ljudski kapital može se razvijati na dvije razine: individualnu, što uključuje razvoj profesionalne i socio-emocionalne kompetentnosti zaposlenika i organizacijskoj razini stvaranjem pozitivne korporativne klime, kreativnost i suradnju zaposlenika u organizaciji. Potrebno je istražiti i usporediti odnos između stručnih, emocionalnih i socijalnih kompetencija i organizacijske uspješnosti, te odnos između menadžerske sposobnosti i organizacijske uspješnosti.

Ključne reči: globalizacija, ljudski kapital, društveno-emociono kompetencije, razvoj

The Role of Human Resources in the Age of Globalization

Human resources, i.e. human capital, is one of the key factors of the economic development in the in the age of globalization, and the basis for the development of any society. A healthy and successful society is made up of healthy, mature and successful individuals. The current trends in the management of human resources see the development of knowledge, skills and abilities of people as a long-term strategic asset of any company. The aim of this paper is to actualize the importance of raising the intellectual, social and emotional level of human resources, which is a function of the well-being of every person and of the socio-economic development. The development of an organization in the future will depend on the investments in the development of its employees, who are the greatest treasure which the company owns. Human capital can be developed on two levels: the individual, including the development of professional and socio-emotional competencies of employees, and the organizational level by creating a positive corporate climate, creativity and co-operation of employees in the organization. It is necessary to investigate and compare the relationship between professional, emotional and social competencies and organizational performance, and the relationship between management skills and organizational success.

Key words: globalization, human capital, social and emotional competency, development

Timsko delo v zdravstvu

Timsko delo postaja vse bolj pomembno za osebni in profesionalni razvoj zaposlenih na vseh področjih, tudi v zdravstveni stroki. Omogoča bolj kakovostno reševanje vse bolj kompleksnih zdravstvenih in negovalnih problemov, zato je prav, da ljudje različnih strokovnih znanj stopijo skupaj za dobrobit pacientov. Uspešnost tima je odvisna od predanosti članov, ki imajo različna področja znanja in izkušenj in znajo svoje prednosti združiti v uspešno celoto. Pomembno je zavedanje celotnega tima, da je vsak izmed njih drugačen, individualen, in da ima vsak svoj pogled na problem. Vsak posameznik pa se mora zavedati, da imajo kot tim skupen cilj, najboljši rezultat za zaključek procesa. Zaposleni v zdravstvu velikokrat ugotavljamo, kako težko je delovati in kakovostno delati v neuskkljenem timu, po drugi strani pa, kako neobremenjeno, manj stresno ter bolj produktivno funkcioniramo v timu, ki je med sabo dobro povezan, ima obilico znanja iz različnih ravni zdravstva ter najrazličnejše izkušnje. Eden izmed velikih problemov v zdravstvenem timu je neprimerna in nezadostna komunikacija, ki prevečkrat prinese do nehotenih napak, ki pa nikakor ne sodijo v cilj našega delovanja in poslanstva. V prispevku predstavljamo rezultate raziskave o pomembnosti timskega dela med zaposlenimi v Zdravstvenem domu Sevnica. Ugotovili smo, kateri dejavniki najbolj vplivajo na uspešnost in kakovost timskega dela in kateri motivi najbolj motivirajo zaposlene v zdravstvenih timih pri upravljanju njihovega dela znotraj tima.

Ključne besede: timsko delo, zdravstvo, zaposleni, kakovost, komunikacija

Teamwork in Health Care

Teamwork is becoming increasingly important for personal and professional development of the staff in all areas, also in the medical profession. It allows for more quality solutions of complex health and nursing problems, therefore it is right that people of different skills come together for the well-being of patients. Success of the team depends on dedication of the team members who have different areas of knowledge and experience, and know how to combine their strengths into a successful whole. It is important that the entire team is aware that each member is different, an individual, and that everyone has their own view on the problem. Each individual, however, must be aware that as a team they have a common goal, the best result for completing the process. Healthcare employees often point out how difficult it is to operate and produce high-quality work in a non-harmonised team. On the other hand, how unconcernedly, less stressful and more productive we function in the team, which is well-connected, has a lot of knowledge from different healthcare areas and a broad range of experience. One of important issues in the healthcare team is inappropriate and inadequate communication, which too often leads to accidental errors, which are not in accordance with the goals of our work and mission. In the article we present the results of a research on the importance of teamwork among employees in the Community Health Centre Sevnica. We found out which factors mostly affect success and quality of teamwork, and which mostly motivate the healthcare team employees in their work within the team.

Key words: teamwork, health care, employees, quality, communication

Zaupanje v timih in organizaciji kot temelj dobrega dela

Če bi današnje organizacije vedele, kaj vse vedo njihovi zaposleni, bi imele v lasti najmočnejši inštrument, ki bi si ga lahko želele – kolektivno modrost in izkušnje vseh zaposlenih. Žal pa pogosto ni tako. Skupno, kolektivno znanje in izkušnje zahtevajo sodelovanje med zaposlenimi in nesebično delitev znanja, vse to pa zahteva veliko mero zaupanja. Zaupanje pa je nekaj, česar današnje organizacije ravno ne »proizvajajo« v izobilju. Vse znanje, občutki, zaznave in intuicija nas opremljajo s potencialom, da se izkažemo tudi pri najbolj zahtevnem reševanju problemov. Zaupanje se gradi postopoma in skozi čas. Izgradnja zaupanja med posamezniki je nujna, če naj bi medsebojno delili svoje izkušnje in znanje. Izvedli smo raziskavo med zaposlenimi na Srednji zdravstveni šoli Celje. Naše delo je naravnano tako, da se vsakodnevno srečujemo s timskim delom. Sami ne moremo opravljati svojega dela, ampak smo neprestano povezani med seboj. Zanimalo nas je, kako se zaposleni počutijo v skupini in timu. Cilj raziskave je bil ugotoviti, koliko si zaposleni zaupamo, koliko smo odkriti drug do drugega, koliko smo svobodni in koliko sodelujemo.

Ključne besede: zaupanje, tim, organizacija, zaposleni

Confidence in Teams and Organization as a Good Quality Work Basis

If nowadays organizations knew what their employees know, they would have the most powerful instrument they could ever wish for – the collective wisdom and experience of all employees. Unfortunately, often this is not the case. Total or collective knowledge and experience require cooperation between employees and an unselfish sharing of knowledge. All of this demands a great deal of confidence. However, trust is something that today's organizations do not "produce" in abundance. All knowledge, feelings, perceptions and intuition equip us with a potential to prove ourselves even in the most challenging problem-solving situation. Confidence is built gradually and over time. Building it between individuals is essential when we want to share their experience and knowledge. We conducted a survey among the employees at the Secondary School for Nurses in Celje. Our work is based on a daily basis teamwork. It cannot be carried out without connecting with each other. We wanted to know how the employees feel in the group and in a team. The aim of this study was to determine whether the employees trust each other and to what extent, as well as to discover how freedom is perceived by them and how they cooperate in groups and teams.

Key words: trust, team, organization, employees

Vodenje s poslanstvom kot prvino menedžmenta v Zdravstvenem domu Novo mesto

Države se vse bolj obračajo k menedžerjem v zdravstvu, ki naj s strokovnim znanjem pomagajo blažiti naraščajoče finančne stiske. Pomanjkanje javnega denarja za zagotavljanje zdravstvenih storitev in pravic naj torej delno nadomesti dober menedžment. Menedžerji v javni zdravstveni službi naj bi vnesli menedžersko znanje in inovativno tveganje, značilno za podjetnike, ter sebi lastno poslovno, ekonomsko in organizacijsko kulturo. Iz tako opredeljene vloge menedžerjev v zdravstvu izvirajo mnogi problemi oziroma izzivi v zdravstvu. Izhajanje iz poslanstva in njegovih zahtev je pomembna prvina menedžmenta, ki organizacijo usmeri k delovanju, zagovarja inovativne zamisli in pomaga drugim razumeti, zakaj morajo biti uresničene. Pri nas razen zelo redkih izjem menedžerji v zdravstvenih zavodih teh elementov strateškega menedžmenta niso razvili. Strateško odločanje je slabo razvito in temelji na kratkih rokih in v razmerju do okolja zavoda na obrambnih strategijah namesto na razvojnih strategijah rasti. Če je vizija Zdravstvenega doma Novo mesto še pred leti (pred sanacijo) slonela predvsem na obrambni strategiji, saj je bil njen glavni cilj ohraniti Zdravstveni dom in ga organizacijsko, kadrovsko in poslovno sanirati, pa je vizija po sanaciji zavoda veliko bolj smela in razvojno naravnana.

Ključne besede: menedžment v zdravstvu, izzivi, vodenje s poslanstvom

Leadership with the Mission as an Element of Management in Health Centre Novo Mesto

Governments are increasingly turning to healthcare managers, who are able to apply their expertise to help alleviate the rising financial distress. The lack of public funds for providing health services and medical rights should therefore be partially counterbalanced by competent management. Managers working in the public health service should introduce their managerial skills and innovative risk in a manner that is typical for entrepreneurs, as well as introduce their own brand of business, economic and organizational culture. This type of definition of a health care manager's role poses a number of challenges in health care. Building on the mission and its requirements is an important element of management that the organization strives to action, advocating innovative ideas and help others understand why they have to be implemented. With a few exceptions, our managers of health institutions have not yet developed these elements of strategic management. Strategic decision-making is poorly developed and short-term based, and in relation to the institute's environment based on defense strategies, rather than on the development growth strategies. A few years ago, before remediation, vision of the Health Centre Novo was based largely on the defensive strategy. Its main objective was to preserve and maintain the Health Centre and perform its organizational, personnel and business remediation. Now the vision of the Centre is much more development-oriented.

Key words: healthcare management, challenges, leading by mission

Globalna vpetost slovenskih malih podjetij na področju biotehnologije

Biotehnologija in malo podjetništvo sta dva od pogosto uporabljenih ključnih besed, ko gre za strategijo razvoja Evrope in tudi Slovenije. Poslovanje podjetij, ki imajo registrirano dejavnost Raziskave in razvoj na področju biotehnologije (M72.110), smo proučili s pomočjo podatkov iz baze Gvin. Kot pomemben vidik globalne vpetosti smo preverili lastniško strukturo. V Sloveniji je bilo v letu 2014 registriranih 134 poslovnih subjektov z registracijo M72.110, od tega 61 gospodarskih družb, kar 45 je mikro podjetij, eno malo podjetje, o enajstih pa ni podatka o velikosti. Le 13 podjetij je imelo več kot 50.000 EUR prihodkov in vsaj enega zaposlenega. V povprečju je imelo tako aktivno razvojno biotehnološko podjetje v letu 2014 prihodke v višini 476.526 EUR, dobiček v višini 23.147 EUR in 6,26 zaposlenih. Drugi poslovni prihodki, v katere so vključene tudi subvencije kot pomembna kategorija prihodkov razvojnih podjetij, so predstavljali v povprečju 29,5 % vseh prihodkov. Dodana vrednost na zaposlenega je pod slovenskim povprečjem glede na velikost podjetij in glede na dejavnost (kategorija M po SKD2008). Le pri dveh podjetjih so v lastniško strukturo vključene tuje družbe. Globalno pozicioniranje je za slovenska razvojna biotehnološka podjetja v veliki meri izziv prihodnosti.

Ključne besede: Slovenija, biotehnološka razvojna podjetja, mikro podjetja, razvoj in raziskave

Global Integration of Slovenian Biotech SMEs

Biotechnology and SMEs are two of the commonly used key words when the development strategies of Europe as well as Slovenia are considered. Performance of enterprises with a registered Research and development in the field of biotechnology (M72.110) were studied using data from the database Gvin. As an important aspect of global integration, the ownership structure was verified. In Slovenia, 134 business entities were registered under M72.110 in 2014, among these 61 companies: 45 micro-enterprises, one small enterprise, and for 11 data about the size of the enterprise is unavailable. Only 13 companies had more than 50.000 Euros revenue and at least one employee. On average, an active development biotechnology company had revenue in the amount of 476.526 Euros, profit in the amount of 23.147 Euros and 6.26 employees. Other operating income, involving subsidies as a significant category of revenue for development companies, on average represented 29.5% of total revenues. The added value per employee was below the Slovenian average, both in terms of size of the companies, as well as the activity (category M according to SKD2008). Foreign companies are involved in the ownership structure of only two of these companies. Global positioning of the Slovenian development biotech SMEs is thus to a large extent the challenge of the future.

Key words: Slovenia, biotech R&D companies, micro-enterprises, research and development

Evropska Unija danas i u budućnosti - prostor stereotipa i socijalne percepcije

Živimo u vremenu brzih promjena, razvijenih informacionih tehnologija, gdje su komunikacija i interakcije složene. Medijizirani prostor EU je pod snažnim uticajem medija, koji utiču na percepciju EU. Naše interesovanje je usmjereno ka opažanju EU kao složenog entiteta, različitih socijalnih grupacija. Socijalna percepcija EU je različita od ekonomske percepcije. Da li je EU opažena kao obrazac stereotipa ili prostor socijalne percepcije talentovanih i darovitih pojedinaca, mjesto perspektivne sadašnjosti i (ili) vizije budućnosti? Rezultati istraživanja (Krneta, 2010, 2013) percepcije i emocionalne inteligencije darovitih i drugih u BiH su različiti. Daroviti imaju pesimističniju percepciju sadašnjosti od drugih, a u viziji budućnosti nisu utvrđene značajane razlike u njihovim promišljanjima i pogledima na budućnost.

Ključne riječi: EU, percepcija sadašnjosti, vizija budućnosti

The EU Today and in the Future - Place of Stereotypes and Social Perception

We live in time of rapid change and advanced information technology, where communication and interaction are closely intertwined. Mediated EU space is under strong influence of perception altering media. Our interest is focused towards EU as a complex entity which encompasses different social groups. Social perception of the EU is different from the economic perception. Is the EU observed as stereotyped or is there a space of social perception for talented and gifted individuals? Is EU a place of successful correctness and (or) vision of successful future? According to the results of research by Krneta (2010, 2013), the perception and emotional intelligence of talented groups, gifted individuals and others in Bosnia and Herzegovina differ. Talented and gifted have more pessimistic views of the present moment than the general population, but in the vision of future no significant difference has been observed.

Key words: EU, perception of the present, vision of the future

Motivacija za učenje poslovnega tujega jezika

V času globalizacije je postalo znanje tujih jezikov za zaposlene v gospodarstvu nujno potrebno. Če želimo komunicirati na internacionalnem nivoju, moramo razviti spretnost za komunikacijo, po kateri nas bodo sogovorniki v poslovni areni prepoznali in cenili. Motivacija je pomemben dejavnik, ki vpliva na učenje tujega jezika. Na področju raziskovanja pomena motivacije za učenje tujega jezika obstajajo študije, ki so se osredotočile zgolj na učenje splošnega tujega jezika in zanemarile učenje poslovnega tujega jezika. Večina odraslih se odloča za učenje splošnega tujega jezika zaradi dela ter osebnih interesov. Ker pa na področju proučevanja motivacije za učenje poslovnega tujega jezika obstaja raziskovalna vrzel, skušamo s prispevkom opredeliti, kakšni so razlogi za učenje poslovnega tujega jezika. V decembru 2015 smo izvedli 12 poglobljenih intervjujev z odraslimi, zaposlenimi v gospodarstvu, ki se učijo poslovnega tujega jezika, angleščine ali nemščine. Ugotovili smo, da se z vidika zunanje motivacije odrasli udeležujejo tečajev poslovnega tujega jezika po navodilih delodajalca oz. zaradi potreb in narave dela. Z vidika notranje motivacije pa udeleženci izpostavljajo lastne potrebe po učenju konverzacije oz. govornih spretnosti kot področje, katerega želijo najbolje osvojiti.

Ključne besede: globalizacija, motivacija, poslovni tuj jezik, učenje

Motivation for Learning Business Foreign Languages

In the age of globalisation, knowledge of foreign languages has become a necessity for everyone employed in the field of economy. If we want to communicate on the international level, we need to develop communication skills by which we can be recognised and appreciated in the business arena. Motivation is an important factor that affects the process of learning a foreign language. Research studies on the importance of motivation for learning a foreign language have focused solely on learning general foreign language, disregarding the business foreign language learning. It has been concluded that the majority of adults decide to learn the general foreign language due to their work requirements as well as their personal interests. However, since there is a research gap in studying motivation for learning business foreign languages, this paper is trying to identify the main reasons for learning a business foreign language. In December 2015, we conducted 12 in-depth interviews with adults, employed in the field of economy, who are learning a business foreign language, English or German. We found out that from the aspect of external motivation, the adults attend business foreign language courses either because their employer demands them to, or because of the needs and nature of their work. From the perspective of internal motivation, participants mostly emphasise their personal needs for acquiring speaking skills in the language which they want to master as good as possible.

Key words: globalisation, motivation, business foreign language, learning

Fluktuacija in absentizem v zdravstvenih ustanovah

Fluktuacija je dejanska posledica ekonomskega stanja v podjetjih in izkoriščanja delavcev ter sistema, ki delodajalcem to dovoljuje, absentizem pa je vse prevečkrat posledica stresa, preobremenjenosti, slabih medsebojnih odnosov na delovnem mestu, nemotiviranosti, in negotove zaposlitve kot pa klasične bolezni. V prispevku predstavljamo raziskavo o prisotnosti in vplivu absentizma in fluktuacije med medicinskimi sestrami (zajeta sta oba spola) v javnih zdravstvenih ustanovah. Cilj raziskave je bil prikazati vzroke in posledice, ki se pojavljajo ob povečanem absentizmu in fluktuaciji v javnih zdravstvenih zavodih. Raziskali smo vrste, dejavnike, posledice in stroške fluktuacije ter dejavnike in vpliv absentizma na posameznika in delovno organizacijo. Dokazali smo, da se pojavlja razlika v koriščenju bolniškega staleža med zaposlenimi v gospodarstvu in zaposlenimi v javnem sektorju. Ugotovili smo, da je 96,72 % anketiranih medicinskih sester prepričanih, da fluktuacija in absentizem vplivata na kakovost opravljanja njihovega dela in da jih 98,36 % meni, da vplivata na proces dela, kar je zaskrbljujoče. Spodbuden pa je rezultat, da je tudi pri delavcih, ki imajo sklenjeno pogodbo o zaposlitvi za nedoločen čas, le 6 % medicinskih sester takih, ki za delo niso motivirane.

Ključne besede: fluktuacija, absentizem, medicinska sestra, zdravstvena ustanova

Fluctuation and Absenteeism in Healthcare Institutions

Fluctuation is the actual consequence of the economic situation in companies and the exploitation of workers, as the system allows such practice to employers. Absenteeism, however, is too many times the consequence of stress, overwork, poor interpersonal relationships in the workplace, demotivation and job insecurity, than the consequence of a classical illness. The article presents a study on the presence and impact of absenteeism and fluctuation among nurses (includes both genders) in public healthcare institutions. The goal of the research was to show the causes and consequences due to the increased absenteeism and fluctuation in public healthcare institutions. We explored the types of fluctuations, factors, consequences and costs connected to them, as well as the influence of absenteeism on the individual and the organization. We proved that there is a difference in sick leave absences between employees in the business sector and employees in the public sector. 96.72% of the interviewed nurses believe that fluctuation and absenteeism affect the quality of their work, and 98.36% of them believe that the impact of fluctuation and absenteeism on the working process is present, which is quite worrying. However, a very encouraging fact is the result, which shows that among workers, who are permanently full-time employed, only 6% of nurses are not motivated for work.

Key words: fluctuation, absenteeism, nurse, healthcare institution

Ali se lahko čustvene inteligence naučimo?

Že leta ljudje razpravljamo o tem ali se kot vodja rodiš ali pa se tega naučimo. V tej smeri poteka tudi razprava o čustveni inteligenci. Odgovor je oboje. Znanstvene raziskave kažejo, da obstaja genska povezava za čustveno inteligenco. Psihologi so mnenja, da na to vpliva tudi narava in osebnost posameznika. Koliko katera vpliva najbrž ne bo nikoli znano, vendar raziskave in praksa jasno kažejo, da se čustvene inteligence lahko naučimo. Ena stvar je jasna: čustvena inteligenca se z leti veča. Obstaja en izraz za to, in sicer zrelost. Vzporedno z zrelostjo pa kljub temu nekateri potrebujejo trening za razvijanje čustvene inteligence.

Ključne besede: čustvena inteligenca, empatija, zdravstvena nega

Can Emotional Intelligence be Learned?

For years, people are discussing whether one is born as a leader or one needs to be learned how to become one. A discussion on emotional intelligence is actually running in the same direction. Scientific research show that there is a genetic link to emotional intelligence. Psychologists, however, are of the opinion that the nature and personality of the individual are also influential. How much each of the mentioned component really impacts will probably never be known, but research and practice clearly show that emotional intelligence can be learned. One thing is clear: emotional intelligence increases with age. There is one word for it, and that is maturity. Parallel to the maturity, certain people still need some training to develop emotional intelligence.

Key words: emotional intelligence, empathy, nursing care

Ravnateljev vpliv na sodelovanje in profesionalni razvoj učiteljev

V prispevku bo obravnavano področje sodelovanja med učitelji in njihovega profesionalnega razvoja. Z raziskavo smo ugotavljali, kako učitelji povezujejo sodelovanje in profesionalni razvoj ter na kakšen način sodelujejo. Predvsem pa nas je zanimalo, kakšna je vloga ravnatelja pri spodbujanju sodelovanja in profesionalnega razvoja. Raziskava je pokazala, da zaposleni povezanost sodelovanja in profesionalnega razvoja vidijo predvsem v smislu povezanosti sodelovanja učiteljev kot pogoja za razvoj šole. Sodelovanje je na šoli omejeno na manjše skupine. Tako pri spodbujanju sodelovanja kot profesionalnega razvoja zaposleni izpostavljajo pomembno vlogo ravnatelja.

Ključne besede: sodelovanje, profesionalni razvoj, ravnatelj

Headmaster's Impact on Cooperation and Professional Development

The article deals with teachers' cooperation and their professional development. With the research we tried to find out how the teachers connect cooperation and professional development and in which way they choose to cooperate. Furthermore we were interested in the role of a headmaster in stimulating the cooperation and professional development. The results show that the teachers see the connection between cooperation and professional development in teacher's cooperation as a main factor for the school's development. The cooperation at school is limited to small groups. The teachers also point out the headmaster's important role in stimulation of professional development.

Key words: cooperation, professional development, headmaster

Dr. Ćedomir Ljubojević

Visoka škola modernog biznisa, Beograd

Dr. Gordana Ljubojević

Visoka poslovna škola strukovnih studija Novi Sad

Visoka škola modernog biznisa, Beograd

Mag. Nina Maksimović

Visoka škola modernog biznisa, Beograd

Principi i instrumenti upravljanja u visokoobrazovnim institucijama

Visokoobrazovne institucije su veoma složene organizacije, koje unutar sebe sadrže, tri međusobno povezane aktivnosti: edukaciju, istraživanje i upravljanje resursima. Edukacija je međusobno povezana sa istraživanjem, a obe su pod uticajem samog procesa upravljanja. Upravljanje se odnosi na strukture i procese, preko kojih se upravlja institucijama i sistemima visokog obrazovanja u njihovim svakodnevnim operacijamaa takođe podrazumeva i kreiranje dugoročnih politika i rešavaje organizacionih problema. Autori u ovom radu posebno analiziraju tri posebne funkcije menadžmenta u institucijama visokog obrazovanja: upravljanje, liderstvo i administraciju. Cilj rada je iznalaženje idealne kombinacije principa i instrumenata na kojima upravljanje visokoškolskim institucijama počiva, koji bi stvorili okruženje koje omogućava nastavnom osoblju da u potpunosti izrazi svoje nastavne i naučne potencijale uz poštovanje i afirmaciju osnovnih etničkih vrednosti, a studentima da budu kompetentni u prihvatanju usluga obrazovanja, motivisani da procesu edukacije aktivno doprinose.

Ključne reči: upravljanje, principi upravljanja, visoko-obrazovna institucija, liderstvo, visoko obrazovanje

Principles and Instruments of Governance in Higher Education Institutions

Higher education institutions are very complex organizations, consisting of three interrelated activities: education, research and human resource management. Education is connected with the research, and both are under the influence of the management process. Management refers to the structures and processes through which HE institutions and systems function in their daily operations. Governance includes creation of long-term policies with resolving organizational problems. The authors of this paper analyse three specific management functions in higher education institutions: management, leadership and administration. The aim of the paper is to find the ideal combination of the university governance principles and instruments, which can create an environment that allows academic staff to fully express their potentials in accordance with basic ethnical values, and also for students to be competent in accepting the educational services, as well as motivated to actively contribute to the education process.

Key words: governance, management principles, higher education institution, leadership, higher education

Status i perspektiva srpskih turističkih kompanija u globalnom okruženju

Globalizacija predstavlja proces koji je zahvatio sve važnije sektore čovekovog rada i života. Ulaskom Srbije u proces tranzicije, kompanije koje posluju po tradicionalnim sistemima, suočile su se sa velikim problemima. Može se reći da organizovani menadžment timovi, kao ni marketing plan u ovim kompanijama ni ne postoji. Predmet ovog rada su turističke kompanije koje deluju na prostoru Srbije sa posebnim osvrtom na njihovo uključivanje u globalno poslovno okruženje. Cilj rada je da se ukaže na ključne odrednice koje opredeljuju načine poslovnog ponašanja i da se sagledaju načini na koje se naše turističke kompanije mogu efikasno uključiti u poslovanje u globalnom okruženju. Jedno od dominantnih obeležja turističkog proizvoda, predstavlja njegova sve izraženija heterogenost, kako u pogledu strukture usluga, tako i broja tržišnih receptivnih subjekata. Formiranje menadžment tima uz primenu adekvatne poslovne strategije, trebalo bi da dovede poslovanje kompanije na zadovoljavajući nivo. Za menadžment koji upravlja turističkom kompanijom, od velikog je značaja aktivno praćenje trenda na strani tražnje i formiranje turističkog proizvoda na globalnom, nacionalnom i lokalnom nivou.

Ključne reči: globalizacija, menadžment, turističke kompanije, turistički proizvod

Status and Perspective of Serbian Tourism Companies in the Global Environment

Globalization represents a process which affects all relevant work and life sectors. Since Serbia entered the transition process, companies that operate according to traditional systems have been facing delicate problems. It can be noticed that management teams and marketing plans in these companies do not even exist. The subject of this paper refers to tourist companies that operate in the territory of Serbia with special emphasis on their involvement in the global business environment. The paper aims to present the key guidelines which determine the principles of business conduct, and to describe all ways in which our tourist companies can be efficiently involved in business in the global environment. One of the most dominant features of tourism products is the increasing heterogeneity, not only in the service structure, but also in the number of market receptive subjects. Establishing the management team by using the adequate business strategy should lead to successful business operations. Consequently, it is crucial that the management of a tourism company regularly keeps track of demand and forms the product that will satisfy customers on global, national and local level.

Key words: globalization, management, tourism companies, tourism product

Obvladovanje stresa pri ravnateljih

Ravnatelji se pri svojem delu srečujejo z raznolikimi zahtevami in so pogosto pred dilemo, ali naj se bolj posvečajo poslovanju šole ali pedagoškim nalogam. Glede na različna teoretična izhodišča in raziskave stopa v ospredje mnenje, naj bodo to osebe z znanji in spretnostmi poslovnega in pedagoškega vodenja. Bili naj bi tudi visoko moralni in etični. Zaradi velike odgovornosti in obremenjenosti so nekateri med njimi pogosto v stresu, spet drugi pa so se ga naučili prepoznati in obvladati. Kako bodo reagirali v stresnih situacijah, je odvisno predvsem od njihovih individualnih značilnosti. V naključni vzorec raziskave je bilo zajetih 11 ravnateljev srednjih šol, kar znaša 84,5 % vseh ravnateljev na zajetem območju. Rezultati so pokazali, da so za ravnatelje na delovnem mestu bolj obremenjujoče pedagoške kot menedžerske naloge. Najbolj jih obremenjuje vodenje sestankov in konferenc. To je v nasprotju z ugotovitvami nekaterih drugih raziskav. Na stres se najpogosteje odzovejo na kognitivni ravni, za obvladovanje stresa pa si največkrat vzamejo čas za sprehod ali telovadbo. Za učinkovitejše obvladovanje stresa bi bila večina med njimi pripravljena poiskati strokovno pomoč. Najpogostejša strategija, ki jo izberejo za zmanjšanje stresa na šoli, kot celoti, je neformalno druženje. Menimo, da bi zaznavanje stresa in uporaba specifičnih metod za njegovo zmanjševanje morala biti vključena v profesionalni razvoj ravnateljev.

Ključne besede: ravnatelj, menedžment, pedagoške naloge, šola, stres

Controlling the Stress of Headmasters

Headmasters face increasingly more diverse demands when performing their jobs, and are often in the dilemma whether to pay more attention to the school's business aspect or pedagogical tasks. Taking different theories and researches into account, the predominant belief is that headmasters should be people with business and pedagogical knowledge and skills. They should also be highly moral and ethical. Due to the great responsibility and abundance of work, some of them are often under stress, while the others have learned to recognize and control it. Their reaction in stressful situations depends mostly on their personality traits. In a random sample, 11 secondary school headmasters were included, which represents 84.5% of all headmasters from the region. The results showed that they perceive pedagogical tasks as more stressful than the managerial ones. The most stressful situations are chairing the meetings and teacher assemblies. This contradicts the findings of some other researches. Headmasters most often react to stress on the cognitive level. To cope with it they take time for a walk or they exercise. To control stress more effectively, most of them would be willing to seek professional help. The most common strategy to reduce stress at school as a whole is informal socializing. We believe that perceiving stress and using specific methods for its reduction should be included in the professional development of headmasters.

Key words: headmaster, management, pedagogical tasks, school, stress

Reinženjering – model restrukturiranja drvno industrijskih poduzeća

U procesu restrukturiranja industrijskih poduzeća ključan je pravilan izbor organizacijskih modela i struktura, kako bi se povećala učinkovitost i adekvatno odgovorilo na današnje tržišne izazove. Reinženjering poslovnih procesa potreban je kako bi se osigurala velika poboljšanja kod kritičnih pokazatelja učinkovitosti kao što su troškovi, kvaliteta, usluga i brzina. Razlozi za provođenje reinženjeringa su prije svega ostvarivanje radikalne prednosti na tržištu u odnosu na konkurenciju. U sektoru drvne industrije RH, unatoč velikim komparativnim prednostima kao što je veliko šumsko bogatstvo, golem stručni potencijal, dobra pozicija na ino tržištima i tradicija prerade drva, mnoga poduzeća su nestala upravo iz nerazumijevanja, nesposobnosti i neodlučnosti za radikalnim promjenama. Rad prikazuje primjer reinženjeringa drvno industrijskog poduzeća sa stanjem prije uvođenja procesne organizacije, sam reinženjering i rezultate takve organizacije danas.

Ključne riječi: procesna organizacija, reinženjering, drvna industrija, primjer reinženjeringa

Reengineering - Model of Restructuring the Wood Industry Enterprises

In the procedure of restructuring industrial enterprises, the crucial point is the correct choice of organizational models and structures in order to increase efficiency and respond adequately to the challenges of today's market. Business process reengineering is required to ensure major improvements in critical performance indicators such as costs, quality, service, and speed. The primary reason for implementation of reengineering is realization of radical precedence in the market compared to the competition. Despite the significant comparative advantages, such as large forest wealth, vast professional potential, good position in the international markets and a tradition of wood processing, the situation in Croatian wood industry indicates that many companies have disappeared due to misunderstandings, incompetence and indecisiveness for radical changes. This work shows an example of reengineering of one woodworking company, representing its state before the introduction of process organization, its reengineering, and the results of this organization today.

Key words: process organization, reengineering, wood industry, example of reengineering

Filip Medaković

Visoko učilište Algebra, Zagreb

Dr. Anita Prelas Kovačević, mag. Marijana Špoljarić

Visoka škola za menadžment u turizmu i informatici u Virovitici

Povezanost stupnja obrazovanja i zadovoljstva zaposlenika

U današnje vrijeme najveća problematika poslovanja je ostati konkurentan. Načini poslovanja i tehnologije se konstantno mijenjaju i potrebno je stalno ulaganje u nove opreme i obrazovanje ljudskih potencijala. Zbog galopirajućih promjena menadžerima u trenutku zapošljavanja ili odabira zaposlenika potrebna je učinkovita selekcija kako bi odabrali prave ljude za pravi posao. Jednako tako potrebno je održavanje motiviranost radnika za rad, a to se može postići raznim motivacijskim tehnikama i stimulacijama jer uspješnim sustavom motiviranja i stimuliranja podiže se produktivnost pojedinog zaposlenika što rezultira zadovoljstvom posla te osobe.

Ključne riječi: zadovoljstvo poslom, stupanj obrazovanja, motivacijske tehnike, stimulacija

Connection between the Education Level and Satisfaction in the Workplace

Today, the largest concern of companies is to be efficient and profitable. Ways of running a business and using technology keep changing so it is crucial for a company to continuously invest in new equipment and education of human resources. Due to fast changes, managers need an efficient selection system in the hiring process to choose the proper person for a certain job position. However, once a suitable individual is found and hired, it is important to keep the motivation level high, which can be accomplished by various motivation techniques and stimulations. When the motivation techniques and stimulations are performed effectively, they increase the productivity of an employee which consequently leads to higher level of satisfaction in the workplace.

Key words: satisfaction in the workplace, level of education, motivation techniques, stimulation

Horvatovi pogledi na globalizaciju i Europsku Uniju

Branko Horvat (1928 - 2003) je najpoznatiji hrvatski ekonomist iz druge polovine XX stoljeća. Koristio je pristupe, metode i znanja iz raznih škola ekonomsko-političkog mišljenja. Najviše je koristio jednu verziju marksističke škole koja zagovara socijalizam, kombinaciju privatnog, državnog i društvenog vlasništva i samoupravljanje kao oblik ekonomske demokracije. Bio je najpoznatiji analitičar i kritičar nedostataka socijalističkog sistema u bivšoj (Titovoj) Jugoslaviji, ali i najpoznatiji hrvatski kritičar neoliberalne koncepcije i politike globalizacije i tranzicije. U ovom članku autor opisuje Horvatove poglede na globalizaciju, međunarodne ekonomske organizacije (MMF, Svjetsku banku i druge), Europsku uniju i Balkansku uniju, koju je zagovarao kao regionalnu integraciju balkanskih zemalja i kao zajedničku pripremu za europske integracije. Autor procjenjuje aktualnost, spoznajnu valjanost i upotrebnu vrijednost Horvatovih analiza, ocjena i prognoza u kontekstu traženja izlaza iz sadašnje ekonomske krize.

Ključne riječi: Branko Horvat, globalizacija, Europska unija

Horvat's Views on Globalization and the European Union

Branko Horvat (1928-2003) was the best-known Croatian economist of the latter half of the 20th century. He applied the approaches, methods and knowledge from different schools of political economic thought. He made the most use of a version of the Marxist school which advocates socialism, a combination of private, state and social ownership and self-management as a form of economic democracy. He was the most distinguished analyst and critic of the flaws in the socialist system in the former (Titoist) Yugoslavia, but also the most notable Croatian critic of the neoliberal concept and the policies of globalization and transition. In this article, the author describes Horvat's views on globalization, international economic organizations (IMF, World Bank and others), the European Union, and the idea of the Balkan Union – which he advocated as a form of regional integration of the Balkan countries and as a joint preparation for their wider European integration. The author evaluates the current relevancy, cognitive value, and usefulness of Horvat's analyses, assessments and forecasts within the context of the effort to find solutions to the current economic crisis.

Key words: Branko Horvat, globalization, European Union

Konkurentnost poreskih sistema iz ugla Doing Business izveštaja

Unapređenje konkurentnosti zemlje je postao imperativ ekonomske politike koji nameće njenim kreatorima svakodnevnne izazove pri donošenju odluka kojima mogu unaprediti uslove života i poslovanja u toj zemlji. Zemlja koja promoviše preduzetništvo i stalno radi na poboljšanju atmosfere ulaganja i poslovanja može očekivati bolji životni standard i veći privredni rast. Svetska banka je organizacija koja od 2003. godine objavljuje godišnji izveštaj (Doing Business) u kome rangira zemlje prema uslovima u kojima posluju mala i srednja preduzeća tokom svog životnog veka. Rang zemlje prema lakoći poslovanja se kreće od 1 do 189 i zavisi od deset indikatora među kojima i indikator Plaćanje poreza. Cilj rada biće analiza poreskog opterećenja u zemaljama koje su prema indikatoru plaćanja poreza Svetske banke vodeće na listi, kao i komparativna analiza poreskih stopa i administrativnih zahteva poreskih sistema u izabranim zemljama.

Ključne reči: konkurentnost, izveštaj, poreska stopa, vreme, plaćanje

The Competitiveness of Tax Systems from the Perspective of Doing Business Report

The improvement of the country's competitiveness has become an imperative of the economic policy that imposes everyday challenges to its creators in making decisions to improve business and living conditions of the country. A country that promotes entrepreneurship and constantly works on improvement of the investing atmosphere and businesses, can expect a better standard of living and greater economic growth. Since 2003, the World Bank has been publishing an annual report (Doing Business) which ranks countries according to the conditions in which small and medium-sized enterprises operate. The ease of doing business ranking ranges from 1 to 189 and depends on ten indicators, among which the indicator Paying taxes can be found as well. The aim of this paper will be the analysis of the tax burden in countries which are, in terms of the Paying taxes indicator, on top of the list, as well as a comparative analysis of tax rates and administrative requirements of tax systems in selected countries.

Key words: competitiveness, report, tax rate, time, payment

Dr. Ljubomir Miljković
Fakultet za poslovno industrijski menadžment, Beograd
Mag. Dejana Miljković
Confida Beograd

Uticaj domaće štednje na makroekonomsku stabilnost Republike Srbije

Akumulacija odnosno štednja je bitna pretpostavka privrednog razvoja, na čijoj osnovi može da se ostvaruje i viši nivo blagostanja. U tom smislu, svako društvo je prinuđeno da akumulira, kako bi moglo da opstane i da se neprekidno razvija. U razvijenim zemljama sveta (SAD, Nemačka, Japan i dr.) u poslednjih 50 godina stopa štednje - udeo štednje u BDP-u, prosečno je iznosila od 18%-34%. To je zasigurno bitna pretpostavka za brži ekonomski rast nacionalnih ekonomija i svetske privrede, posebno sa stanovišta povećanja veličine domaćeg proizvoda i životnog standarda.

Ključne reči: štednja, privredni rast, makroekonomija, BDP

Impact of Domestic Saving on the Macroeconomic Stability of the Republic of Serbia

Accumulation or saving is an essential prerequisite of economic development on the basis of which a higher level of well-being can be achieved as well. In this sense, every society is forced to accumulate in order to survive and to be constantly evolving. In the last 50 years, the savings rate - the share of savings in GDP - in developed countries (USA, Germany, Japan, etc.) amounted to an average from 18% to 34%. This is certainly an important prerequisite for a faster economic growth of national economies and the world economy, especially from the standpoint of increasing the size of the domestic product and living standards.

Key words: saving, economic growth, macroeconomics, GDP

Globalizacija i ljudski resursi

Proces globalizacije je višeznačan svetski proces koji ima ekonomske, političke, vojne i opštedruštvene posledice. Najznačajnije posledice procesa globalizacije su sigurno ekonomske, a one su ujedno i uslovile taj proces kao najširi oblik delovanja raznih faktora da bi se postigli najbolji ekonomski efekti. Kao i u svakom društvenom procesu i proces globalizacije ima svoje pozitivne i negativne posledice koje se u konačnom fokusiraju na pojedinca: na pojedinca kao proizvođača, na pojedinca kao potrošača, kao konzumenta kulturnih, turističkih i drugih potreba i kao učesnika u svim društvenim gibanjima. Može se sa sigurnošću reći da je najpozitivnija posledica globalizacije slobodno kretanje kapitala, roba i ljudi. Poseban značaj u ovom radu daćemo kretanju ljudi kao radnika, turista, istraživača, sportista i slično. Praktično početak 21. veka označen je kao svet bez granica u kome se slobodno kreće i ostvaruju ljudske potrebe. Ubrzo su došle do izražaja i kontradikcije i konflikti različitih društvenih grupa, pa se sloboda kretanja počela zloupotrebljavati na različite načine. Tako je proces globalizacije od proklamovane multikulturalnosti (ne pravljenja razlika među verama, nacijama, kulturama, bojama kože, jezicima i sl.) upao u zamku ostvarivanja uskih interesa pojedinih država i društvenih grupa.

Ključne reči: globalizacija, ljudski resursi, sloboda kretanja

Globalisation and Human Resources

The process of globalisation is a multifaceted world process that has economic, political, military and general social consequences. The most significant consequences of the globalization process are certainly economic, and they have also been the cause of this process as the broadest form of action of various factors in order to achieve the best economic effects. As in any social process, the process of globalisation has its positive and negative consequences that ultimately focus on the individual: the individual as a producer, as a consumer, as a beneficiary of cultural, touristic and other needs, and as a participant in all social activities. One could easily say that the most positive consequence of globalisation is the free movement of capital, goods and people. A special importance in the paper will be given to the migrations of people as workers, tourists, researchers, athletes and the like. The beginning of the 21st century was practically marked as a world without borders in which the movement and realisation of human needs was free. However, evident contradictions and conflicts of different social groups soon emerged, and the freedom of movement started being abused in different ways. Although the process of globalisation proclaimed multiculturalism (no distinction among religions, nations, cultures, skin colors, languages, etc.) it fell into the trap of narrow interests of individual countries and social groups.

Key words: globalisation, human resources, freedom of movement

Zaradi ustvarjalnosti smo deležni novosti, napredka in razvoja

Ustvarjalnost vodi k inovativnosti in je ključni dejavnik osebnega, družbenega ter gospodarskega razvoja. Zelo pomembno je nenehno spodbujanje ustvarjalnosti in inovativnosti ter ustvarjanje takšnega okolja v podjetju, v katerem ljudje svobodno razmišljajo ter imajo možnost posredovanja idej, mnenj in pripomb. Eden bistvenih dejavnikov, ki povečuje ustvarjalnost v podjetju, je občutek zaposlenega, da je informiran, spodbujan in vključen v organizacijske procese. Ustvarjalnost je konkurenčna prednost posamezne organizacije, pri čemer je temeljni poudarek na notranji klimi, urejenosti medsebojnih razmerij in odprtosti organizacije za nove izzive. Namen prispevka je predstaviti pojma ustvarjalnost in inovativnost, njuno povezanost ter pomembnost za uspešnost in razvoj organizacije. Empirični del predstavlja raziskavo in ugotovitve, v kakšnem okolju delujejo zaposleni in v kolikšni meri so v podjetju spodbujeni k ustvarjalnosti in inovativnosti. Cilj raziskave je predstaviti povezanost ustvarjalnosti in inovativnosti z uspešnostjo in razvojem podjetja.

Ključne besede: ustvarjalnost, inovacije, razvoj, uspešnost

Creativity Creates Novelty, Progress and Development

Creativity leads to innovation and is the key factor for personal, social and economic growth. It is highly important to constantly encourage creativity and innovation in an entrepreneurial environment, as it gives people the strength and ability to think freely and therefore creating ideas, opinions and comments. The basic factor that encourages creativity in a company is the feeling of an employee that they are informed, encouraged and involved in the organisational process. Creativity, based on business sentiment and inner relationships, is an advantage of an organisation. The purpose of this thesis is to represent creativity and innovation, their interconnection and importance for the organisation's development and success. The empirical part explains the findings of the research on working environments and creativity. The goal was to represent the connection between creativity with innovation and success of a company.

Key words: creativity, innovation, development, effectiveness

Determinante uvoza u zemljama Zapadnog Balkana u uslovima globalizacije

Tokom protekle decenije gotovo sve zemlje Zapadnog Balkana su imale negativan saldo bilansa po tekućim transakcijama. Ovo je direktna posledica većeg uvoza u odnosu na izvoz. Uvažavajući ovu činjenicu analizom podataka 6 zemalja Zapadnog Balkana (Albanije, Bosne i Hercegovine, Hrvatske, Crne Gore, Makedonije i Srbije) u periodu od 2001. do 2013. godine istražujemo determinante uvoza koje sugerise literatura iz oblasti makroekonomije. Hipoteza u modelima otvorene privrede, da zemlje pomoću spoljnotrgovinskog deficita nadomešćuju nedostatak domaće štednje, u ovom istraživanju je dobila značajnu podršku. Takođe, istraživanje je pokazalo da osim domaće štednje značajne makroekonomske determinate uvoza su domaće investicije i privredni rast.

Ključne reči: uvoz, globalizacija, Zapadni Balkan, štednja

Import Determinants in Western Balkans in the Globalization Conditions

Over the past decade, almost all Western Balkan countries had a negative balance of the current transactions. This is a direct result of higher imports in relation to exports. Considering this fact, by analyzing data of all 6 Western Balkans countries (Albania, Bosnia and Herzegovina, Croatia, Montenegro, Macedonia and Serbia) in the period from 2001 to 2013, we investigate the determinants of imports as suggested in macroeconomic literature. The hypothesis of the open economy model, that countries with current trade deficit actually compensate the lack of domestic savings, has received considerable support in this study. In addition, research has shown that along with domestic savings, significant macroeconomic determinants of imports are also domestic investments and economic growth.

Key words: import, globalization, Western Balkans, savings

Delavska zadruga – model ekonomske demokracije

Poslovanje podjetij zahteva vse bolj aktivno sodelovanje delavcev. Participacija oz. sodelovalno upravljanje je vključevanje delavcev v poslovanje, ki se nanaša na sodelovanje delavcev pri poslovnem odločanju/upravljanju (delavska participacija), delavsko delničarstvo (lastniška participacija delavcev) in udeležba v finančnem rezultatu/dobičku (finančna participacija delavcev), kar predstavlja ekonomsko demokracijo. V Sloveniji smo trenutno v obdobju t.i. novega vala privatizacije državnega premoženja, zato sta delavska zadruga in/ali delavsko delničarstvo v podjetjih možni alternativni pri prodaji in preoblikovanju državnega premoženja. Hkrati pa je tudi reševanje podjetij v težavah s prenosom lastništva na delavce in z ustanovitvijo delavske zadruge vse bolj razširjeno v svetu – primer Argentine in Francije. Primarni cilj delavske zadruge je ohranjanje in nastajanje novih delovnih mest ter ustvarjanje dohodka z namenom izboljšanja kakovosti življenja delavcev, dostojnega dela in samoupravljanja delavcev; in je aktivno vpeta v skupnost in lokalno okolje in njegov razvoj.

Ključne besede: sodelovanje, delavska zadruga, ekonomska demokracija

A Worker Cooperative – Model of Economic Democracy

Enterprise performance requires more and more active participation of workers. Their participation, or cooperative management, is involvement of employees in the operation, referring to workers' participation in business decision-making/management, workers' shareholding (ownership participation of employees) and participation in the financial result/profit, altogether representing the economic democracy. In Slovenia, we are currently in a period of the so-called new wave of privatization of state property, and therefore a worker cooperative and/or worker shareholding in companies are the possible alternatives for the sale and transformation of state property. At the same time, rescuing firms in difficulties by transferring the ownership to employees and establishing the worker cooperative is increasingly widespread in the world – e.g. Argentina and France, etc. The primary objective of worker cooperatives is to retain and create new jobs and generate income in order to improve the workers' quality of life, decent work and self-management of workers; and is actively involved in the community and the local environment and its development.

Key words: participation, worker cooperative, economic democracy

Slobodno kretanje kapitala u Makedoniji

Ovaj rad pokušava da odgovori na pitanje koji su potencijalni rizici i koristi za realizaciju druge faze liberalizacije kapitalnog računa u Republici Makedoniji (liberalizacija investicija u stranim nekretninama, strani vrednosni papiri i bankarski računi makedonskih gradjana u inostranstvu). Isto tako, ovaj članak analizira makroekonomsko okruženje u Republici Makedoniji i potrebni preduslovi za sprovođenje druge faze slobodnog kretanja kapitala. Najnoviji izveštaj EU za napredak zemlje ističe sledeće: »Dogodio se ograničen napredak u sferi kretanja kapitala i plaćanja. Makedonija je već ispunila uslove prve faze Ugovora za stabilizaciju i asocijaciju i dalja liberalizacija zavisi od prelaska u drugu fazu. Ogranicenja za kretanje kapitala i dalje ostaju, suprotno *acquis*-u EU, a gradjanima EU jos uvek nije dozvoljeno kupovaje poljoprivrednog zemljišta«. Ovde se razmatra i hipoteza »nemoguće trojstvo« kroz makedonsku ekonomiju i finansiski sistem. Postavljajnje prudentne kontrole kapitala u toku procesa liberalizacije kapitalnog računa zavisi od postojnog makroekonomskog stanja, političkih uslova, kao i institucionalnog i pravnog okvira.

Cljučne reči: liberalizacija, kretanje kapitala, račun kapitala, Republika Makedonija

Free Movement of Capital in Macedonia

The paper tries to provide an answer to what are the potential risks and benefits in realization of the second stage of the Macedonian capital account liberalization (liberalization of investment in foreign real estate, foreign securities and foreign bank accounts by Macedonian citizens). Furthermore, the paper analyzes the macroeconomic environment in Republic of Macedonia and the preconditions needed for implementing the second stage of free movement of capital. The latest EU progress report points out that: "Limited progress took place on capital movements and payments. The country already meets the requirements of the first stage of the Stabilization and Association Agreement, and further liberalization depends on moving to the second stage. Restrictions on capital movements remain, in breach of the *acquis*, and EU citizens are not yet allowed to purchase agricultural land." Here, the famous "impossible trinity" hypothesis concerning the liberalization is reviewed, through the Macedonian economy and the financial system. Setting prudent capital controls during the liberalization process of the capital account depends on the current macroeconomic situation, political conditions, as well as institutional and legal framework.

Key words: liberalization, capital movements, capital account, Republic of Macedonia

Dr. Radmila Nikolić

Univerzitet u Kragujevcu, Učiteljski fakultet u Užicu

Dr. Branko Jovanović

Univerzitet u Kosovskoj Mitrovici, Filozofski fakultet

Upravljanje kvalitetom doktorskih studija

Obezbedjenje kvaliteta kao reakcija na masovnost u visokom obrazovanju predstavlja esencijalnu akciju koja treba da doprinese povećanju kvaliteta institucija visokog obrazovanja posebno značajnim kada se radi o doktorskim studijama. Masovnost u pogledu broja doktoranada u poslednjih deset godina u Srbiji se povećao skoro deset puta za razliku od onih u okviru OECD gde je zabeležen porast od 5 % u istom periodu. Sve češće ocene da je »obrazovanje postalo onlajn biznis za fabrikovanje diploma«, upozorava na štetnost zanemarivanja kvaliteta doktorskih studija, s obzirom na značaj koji doktori nauka imaju u generisanju tehnološkog razvoja i razvoja društva u celini. Naučni radnici stvaraju društveno bogatstvo i razvijaju društvo. Uvažavajući ovu činjenicu pokušali smo da ukažemo na glavne probleme vezane za doktorske studije i doktorske disertacije, do kojih se došlo kroz praksu, iskustveno i istraživanjima. Ukazaćemo i na moguća rešenja i organizacione modele obezbedjenja i podizanja kvaliteta ovih studija s obzirom da je po mišljenju učesnika u ovom procesu, Bolonjski model iznedrio brojne probleme i nedostatke.

Ključne reči: doktorske studije, doktorska disertacija, kontrola kvaliteta, upravljanje kvalitetom, organizacija studija

Quality Assurance of Doctoral Studies

Quality assurance as a reaction to mass production in higher education represents an essential action that should help to increase the quality of institutions of higher education, which is particularly important when it comes to doctoral studies. Serbia has seen a mass production of doctoral students in the last ten years, their number has increased almost tenfold in comparison to OECD, where there has been a 5% increase in the same period. Estimates of Czech scholars that "education has become an online business for manufacturing diplomas" warns us of the danger of neglecting the quality of doctoral studies, considering the importance of Doctors of Philosophy in the generation of technological development and the development of society in general. Scientists are those who create social wealth and society progress. Taking this fact into account, we attempted to highlight the main problems associated with doctoral studies and doctoral dissertations identified through practice, experience and research. We will also outline the possible solutions and organizational models for ensuring and increasing the quality of doctoral studies, since participants in this process think that the Bologna Process has produced numerous problems and shortcomings.

Key words: doctoral studies, doctoral dissertation, quality control, quality assurance, organization of university studies

Znanje zdravstvene ustanove in kako ga upravljati

Znanje je zelo pomembno predvsem v zdravstvenih ustanovah, sploh na specialnih področjih. V prispevku smo se osredotočili na znanje zaposlenih v psihiatrični zdravstveni negi. Poudariti je treba, da se zaposleni v zdravstveni negi na področju psihiatrije srečujejo z najtežimi bolniki. Pomanjkanje znanja lahko privede do resnih strokovnih napak, tudi do poškodb zaposlenih in bolnikov. Namen prispevka je predstaviti specifično znanj, ki so pomembna za zdravstvene delavce na tem področju. Osredotočili smo se na znanje deeskalacijskih tehnik in posebnih varovalnih ukrepov, ki so se izkazali kot pomembnejši. Deeskalacijske tehnike so poseben način komuniciranja z agresivnimi bolniki. Posebne varovalne ukrepe pa lahko opredelimo kot nujen ukrep, ki ga uporabljamo za obvladovanje nevarnega vedenja. Ugotovili smo, da so izobraževanja glede posebnih varovalnih ukrepov pogosta. Potekajo skozi vse leto in vsak zaposleni pride na vrsto vsaj enkrat na leto. Sproti se izobražuje tudi vse novo zaposlene. Treba je poudariti, da je za zdravstvene delavce pomembno tudi znanje zakona o pacientovih pravicah in zakona o duševnem zdravju. Znanje in usposobljenost zaposlenih na tem področju bi lahko še izboljšali. Smotno bi bilo organizirati več delavnic, kjer bi lahko zaposleni vadili realne situacije, s katerimi se srečujejo pri svojem delu.

Ključne besede: znanje, psihiatrična zdravstvena nega, posebni varovalni ukrepi, deeskalacijske tehnike

Knowledge of a Health Institution and How to Manage it

Knowledge is very important in healthcare facilities, particularly in specialty areas. In the paper we focus on the skills of employees in psychiatric nursing. It should be noted that healthcare employees in the field of psychiatry are facing the most difficult patients. Lack of knowledge can lead to serious professional misconduct, including damage to staff and patients. The purpose is to present the specifics of knowledge important for healthcare professionals in this field. We focused on the knowledge of de-escalation techniques and special protection measures, which were proven as significant. De-escalation techniques are special ways of communicating with aggressive patients. Special protective measures, however, may be classified as an emergency measure, which is used for controlling the hazardous behaviour. We found out that education on special protection measures is performed frequently, held throughout the year and each employee attends it at least once a year. All new employees are also concurrently educated. It should be noted that healthcare professionals also need to be aware of the Patient Rights Act and the Mental Health Act. Knowledge and training of employees in this field could be further improved. It would be advisable to organise several workshops where employees could practice real situations they encounter in their workplace.

Key words: knowledge, psychiatric nursing, special protective measures, de-escalation techniques

Utjecaj razine informacijske pismenosti poduzetnika na troškovnu stranu ulaganja u IT

Razvoj web-tehnologija donio je nove aspekte i mogućnosti u poslovanje. Potencijal programa baziranih na otvorenom kodu (open source), čijem razvoju i široj distribuciji znatno doprinosi razvoj web-tehnologija, nedovoljno je iskorišten. Sama činjenica da su besplatni i da se razvijaju kao konkurencija komercijalnim rješenjima, predstavlja velik ekonomski razvojni potencijal. Uštede koje mogu donijeti takvi programi su znatna pogotovo u malim i srednjim poduzećima (SME). Razvojem web-tehnologija mnoga programska rješenja zahtijevat će sve manju uključenost IT-odjela. Samim time postoje mogućnosti za uštede koje su od važnosti SME-u. U ovom radu diskutirat ćemo i analizirati kako SME mogu uštedjeti vlastitim ulaganjem u informacijsku pismenost te tako dio IT operative koju su do sada u poslovanju pretežito odrađivali vanjski IT stručnjaci (outsourcing) preuzeti na sebe. U radu analiziramo koja su to znanja o web 3.0 tehnologijama, e-komunikacijskim kanalima te softverskim rješenjima potrebnim kao preduvjet za smanjenje troškovne strane ulaganja u IT. Jedan od primjera kojeg autori u radu analiziraju je rad sa CMS sustavom (CMS – Content Management System). Od odabira, do prilagodbe poslovanju i u konačnici samog održavanja i ažuriranja.

Ključne riječi: programi otvorenog koda, mala i srednja poduzeća, web-tehnologije, sustav za upravljanje sadržajem (CMS)

Impact of Entrepreneurs' Information Literacy on IT Investment Costs

Development of web technology has brought new aspects and opportunities in business. The potential of programs based on an open source, to which development and wider distribution the development of web technologies made a significant contribution, is underutilized. The very fact that they are free and a competition to commercial solutions, represents a great economic development potential. These programs can bring about considerable savings, especially in small and medium-sized enterprises (SMEs). With the development of web technologies, many software solutions will require less and less involvement of IT departments. This paper analyzes how the SMEs can save resources by investing into information literacy and thus take over the IT operations which have been outsourced to IT professionals until now. It also analyses what knowledge of web 3.0 technologies, e-communication channels and software solutions is required as a prerequisite for reducing the cost of IT investments. One of the analysed examples is the work with the CMS system (CMS - Content Management System) – from selection and adjustment, to final maintenance and updates.

Key words: open source-based software, small and medium-sized enterprises (SMEs), web technologies, content management system (CMS)

Porezni status reinvestirane dobiti u hrvatskoj – poticaj ili promašaj

U prilogu su prikazani ključni elementi aktualnog sustava oporezivanja dobiti u Republici Hrvatskoj, s posebnim osvrtom na različite instrumente kojima se svih proteklih godina namjeravalo poticati zadržavanje ostvarene dobiti u poslovnoj funkciji (u bilanci), odnosno destimulirati njenu isplatu. Od 2012. godine predviđeno je potpuno oslobađanje od poreza na dobit kroz smanjivanje polazne porezne osnovice za cjelokupnu ostvarenu dobit, ako se ona usmjeri na povećanje temeljnog kapitala, što je bilo izuzetno poticajno za brojne poduzetnike. Autor u prilogu daje kritički osvrt na primjenjivane instrumente i propisane uvjete koje poduzetnici trebaju ispuniti, a u cilju smanjivanja poreznog tereta u slučaju zadržavanja ostvarene dobiti u bilanci. Pritom se problematizira namjeravani cilj zakonodavca, kojega želi postići aktivnim mjerama porezne politike, s jedne, te sadržajno određenje pojma "reinvestiranje dobiti", s računovodstvenog i bilančnog stajališta, s druge strane. Posebni naglasak daje se na propisane dodatne uvjete koje porezni obveznici trebaju ispuniti od početka 2015. godine, kako bi smanjili poreznu osnovicu, a time i poreznu obvezu.

Ključne riječi: (re)investiranje, oporezivanje dobiti, poticanje ulaganja

Tax Status of Reinvested Earnings in Croatia - an Incentive or a Miss

The paper outlines the key elements of the current system of income taxation in the Republic of Croatia, highlighting different instruments which were used in the past years as an incentive to retain the generated income in the function of business (in the balance sheet), i.e. serving as a disincentive to its payout. Since 2012, the changes in tax regulations have enabled complete income-tax exemption by reducing the initial tax base for total profit before tax (the difference between total revenue and total costs) if it is directed to increase the company's capital stock, which has served as an extreme motivation for many entrepreneurs. The author provides a critical review of the applied instruments and the conditions that entrepreneurs had to meet, introduced with the aim of reducing the tax burden if profit before tax is left on the balance sheet. Thus, the author analyses the objective that the legislator wants to achieve by these active tax policy measures on the one hand, and on the other, the meaning behind the term "reinvested earnings", both from an accounting perspective and in relation to the balance-sheet. Special attention is given to the introduction of additional provisions concerning the conditions which tax payers have been required to meet from the beginning of 2015, in order to reduce their taxable base and consequentially their tax liability.

Key words: (re)investment, income tax, investment incentive

Kreativno mentorstvo kao veza između nastavnika i studenata

Mentorstvo postaje nezaobilazan način za učenje u gotovo svim sferama života i rada. Danas je sve izraženija i prisutnija kultura mentorstva kao način osposobljavanja i unapređenja rada studenata na fakultetu. Mentorstvo je interaktivni proces koji se odvija između nastavnika kao stručnjaka koji daje podršku, i studenta, kako bi ovaj postao efikasniji u radu i doprineo ostvarivanju ciljeva koje je postavio. Mentor, koristeći informalni i neformalni način učenja pokreće i motiviše studente da uče i razvijaju svoj karakter stavljajući uvek u prvi plan celoživotno učenje kao krajnji cilj. Mentor inspiriše studente svojim primerom i svojim načinom rada dajući praktične smernice koje mogu da poboljšaju performanse studenata. Mentorskim procesom se vrše promene u društvenim vrednostima, dobija se vreme za razmišljanje dokle smo stigli i postiže se bolje razumevanje kompleksnog sveta i sve većih problema u njemu. Kreativno mentorstvo treba na jedan nov način da odgovori na prisutne probleme koje imaju studenti i da ponudi rešenja. To može da se postigne samo dobrom komunikacijom i razumevanjem između nastavnika i studenata.

Ključne reči: mentor, mentorstvo, nastavnik, student, fakultet

Creative Mentoring as a Link between Teachers and Students

Mentoring becomes an inevitable way of learning in almost all spheres of life and work. Nowadays, mentoring culture is increasingly present as a way of training and promotion of students' work at the faculty. Mentoring is an interactive process which develops between the teacher and the student, i.e. the teacher as an expert who supports the students in order to make them more efficient in work and contribute to achieving the set goals. Using informal and non-formal way of learning, the mentor moves and motivates students to learn and develop their character by emphasizing lifelong learning as an ultimate goal. Mentor also inspires students by setting the example and by the way of work, giving practical guidelines for improving the students' performances. Mentoring process is used for developing changes in social values, for thinking of the achieved goals and for a better understanding of complex world and its increasing problems. Creative mentoring should use a new way to respond to present problems of students and offer the solutions. It can be achieved only through good communication and understanding between the teacher and students.

Key words: mentor, mentoring, teacher, student, faculty

Dr. Miroslava Petrevska
Visoka tehnološka škola strukovnih studija Šabac
Dr. Ljupka Petrevska
Univerzitet Union »Nikola Tesla«, Fakultet za poslovne studije i pravo
Dr. Ivana Petrevska
Visoka škola Dositej, Beograd

Uloga zdravstvenog osiguranja kroz ekonomske reforme u Srbiji

Obavezno zdravstveno osiguranje je tekovina na osnovu koje prosuđujemo da li je neka zemlja visoko na civilizacijskoj lestvici ili ne. One zemlje koje imaju previše libertarijanski sistem zdravstvene zaštite, kao što je SAD, očekuju od samih građana da se pobrinu za sopstvenu zdravstvenu zaštitu i ne investiraju u državno zdravstveno osiguranje, te su stoga i prava obaveznog zdravstvenog osiguranja u ovim državama srazmerno mala. Sa druge strane, Srbija spada u evropske i bivše socijalističke zemlje u kojima je nekada bio prisutan sovjetski model zdravstvene zaštite, a i psihološki profil građana Srbije je egalitaran. Oni očekuju mnoga prava, koje će obilato koristiti. Naravno, u situaciji u kojoj stanovništvo stari, natalitet opada, a postoji i globalna ekonomska kriza, obim ovih prava je teško širiti, pa čak i održavati. Cilj rada je da ukaže na globalne trendove u obaveznom zdravstvenom osiguranju, njihove reperkusije na Srbiju i prava osiguranika kod nas, kao i da predvidi kako bi se ova dinamična oblast mogla menjati u budućnosti.

Ključne reči: osiguranje, zdravstveno osiguranje, zdravstvo, prava, zaštita, trendovi

The Role of Health Insurance through Economic Reforms in Serbia

The obligatory health insurance is a heritage based upon which we determine whether a country stands high on the civilisation ladder or not. Countries which have a libertarian health security system, i.e. USA, expect their citizens to take care of their health insurance by themselves and they do not invest in the public health insurance. Because of this, obligatory health insurance rights in these countries are accordingly modest. On the other hand, Serbia is a European country and an ex-socialist country where the Soviet health insurance model was present, and the psychological profile of the citizens of Serbia is egalitarian. They expect many rights which they will be able to use considerably. In a situation where the population is ageing, the birth rate decreasing and the economic crisis exists, the scale of these rights is difficult to expand, even maintain. The aim of this work is to point out the global trends in obligatory health insurance, their repercussions on Serbia and the rights of the policy holders in our country, as well as to predict how this dynamic field might change in the future.

Key words: insurance, health insurance, health care, rights, protection, trends

Političko-kulturološke prednosti i posledice globalizacije

Globalizacija nije samo fenomen koji se može posmatrati isključivo sa ekonomskog aspekta, jer globalizacija dovodi do dramatičnih promena i u sferi: kako unutrašnje, tako i spoljašnje politike, kulturi, ideologiji, religiji, obrazovanju. Kao što je poznato, globalizacija ima svoje institucije preko kojih sprovodi monolitnu politiku koja ne mora (često i nije) svim državama unutar velikog globalnog sela od koristi, već globalizacija kroz institucije, koje su po svom stvaranju imale potpuno suprotan karakter i cilj, pozitivniji znatno nego što je danas, sprovodi politiku ekonomski moćnih igrača na svetskom političkom i ekonomskom terenu. Takođe, napomenuo bih značaj svetskih medija koji su jedan od vodećih kreatora globalizacijske slike planete, a koji nužno nisu kontrolisani od strane svih velikih političko – ekonomskih sila; ti isti mediji služe kao sredstvo agitacije i plasmana ideološke propagande. Globalizacija stvara veću ekonomsku međuzavisnost svih svetskih zemalja. Ona je kao ideološki koncept koji podrazumeva multikulturalnost, poštovanje različitosti, tendenciozno umanjeње socijalnih razlika, obrazovno rasprostranjeno – planetarno dostupno područje svakom građaninu sveta, savršenstvo ideologije, vrhunac kosmopolitizma. Međutim, realnost nije uvek podudarna ideologiji. Ekonomski posmatrano, globalizacija je u skladu sa kapitalizmom i neoliberalizmom, a u suprotnosti sa ekonomskim nacionalizmom i protekcionizmom.

Ključne reči: globalizacija, politika, kultura, kosmopolitizam, neoliberalizam

Political-Cultural Advantages and Consequences of Globalization

Globalization is not just a phenomenon that can be regarded from the economic point only, since it leads to dramatic changes in the wider sphere: both internal and external politics, culture, ideology, religion and education. As it is well known, globalization has its institutions through which the monolithic policy is conducted; i.e. it does not have (and often never did) any positive usefulness for the countries within the large global village. Furthermore, globalization uses the institutions, which were created with a completely different character and goal, considerably more positive than today, to implement a policy of economically powerful players in the world's political and economic arena. Also, the importance of international media, who are one of the leading makers of globalization pictures of the planet, should be noted. They are not necessarily controlled by all the major political-economic forces, however, these same media serve as a means of agitation and placement of ideological propaganda. Globalization creates greater economic interdependence of all countries in the world. It is an ideological concept that implies multiculturalism, respect for diversity, tendentious reduction of social disparities, widespread education - globally available area for each citizen of the world, the perfection of ideologies; it is the so-called peak of cosmopolitanism. However, the reality is not always congruent to ideology. Economically speaking, globalization is consistent with capitalism and neoliberalism, but in contradiction with economic nationalism and protectionism.

Key words: globalization, politics, culture, cosmopolitanism, neoliberalism

Settlement of Income from the Sales of Bancassurance Products in Banks' Accounting Records

The paper presents the topic of recognition and settlement of income from selling insurance products, which is offered by banks. It turned out that the way how the income from the insurance products sales was settled in the account books of the banks had varied, especially when considering the range in which the income was included in the calculation of the effective interest rate. At the end of 2013, the Polish Financial Supervision Authority (KNF) concluded a project of a new market standard, which was formally accepted in June 2014 as Recommendation "U". It sets out good practices for banks in the context of bancassurance products. The aim of the regulation is to sort out the rules governing the settlement of the insurance commission, which should lead to a consolidation of principles for measurement of credit liabilities and determining the financial result. In the article, a special emphasis was put on the new methodology used to recognize the commission from insurance products in the current financial result of the bank. The article attempts to assess the influence of various methods on the settlement of insurance commission in the financial results of banks.

Key words: bancassurance, insurance commissions income, effective interest rate, amortized cost method

Poravnava prihodkov od prodaje bančnega zavarovalništva v računovodskih izkazih bank

Članek obravnava tematiko prepoznavanja in poravnave prihodka od prodaje zavarovalniških produktov, ki jih ponujajo banke. Izkazalo se je, da se je način, kako prihodek od prodaje zavarovalniških produktov poravnati v računovodskih izkazih bank spreminjal, še posebej, če upoštevamo razpon, v katerem je bil ta dohodek vključen v izračun efektivne obrestne mere. Konec leta 2013 je poljska Komisija za finančni nadzor (KNF) zaključila projekt za nov tržni standard, ki je bil uradno sprejet v juniju 2014 kot Priporočilo "U". Določa dobre prakse za banke v okviru produktov bančnega zavarovalništva. Cilj ukrepa je izločiti pravilnike, ki določajo poravnavo provizije od zavarovalnin, kar bi naj pripomoglo h konsolidaciji načel za merjenje kreditne obveznosti in določanje finančnega rezultata. V članku je poseben poudarek namenjen novi metodologiji za prepoznavanje provizij iz naslova zavarovalniških produktov v trenutnem finančnem rezultatu banke. Prav tako prispevek poskuša oceniti vpliv različnih načinov poravnave zavarovalnih provizij v finančnih rezultatih bank.

Gljučne besede: bančno zavarovalništvo, provizije od zavarovalnin, efektivna obrestna mera, metoda amortizacijskih stroškov

Razlozi nedavnih propadanja banaka u Republici Srpskoj i Srbiji i pouke

U poslednjih nekoliko godina u Republici Srpskoj su zatvorene dvije manje banke a u Republici Srbiji pet banaka. To je proizvelo velike troškove za budžete ovog entiteta i države. S obzirom na veličinu banaka, to nije proizvelo krizu sistema u cjelini. U radu nastojimo identifikovati razloge propadanja banaka te uočiti propuste nadzornih institucija i uopšte ključne probleme u sistemu zaštitne mreže finansijskog sektora u posmatranim entitetima. U razmatranje smo uzeli banke u Republici Srpskoj i Srbiji u nastojanju da uočimo neke eventualne zajedničke elemente odnosno obrasce ponašanja i djelovanja menadžerskih struktura u okviru problematičnih banaka te u djelovanju nadzornih institucija. U istraživanju se fokusiramo na prisutnost i problem moralnog hazarda menadžmenta banaka kao i deponenata banaka. Posebno nas interesuje odnos Vlade i državnih institucija prema problemu moralnog hazarda u bankama i njihovog djelovanja pri spašavanju problematičnih banaka.

Ključne reči: propast banaka, moralni hazard, sistem zaštitne mreže finansijskog sektora

Recent Failure of Banks in the Republic of Srpska and Serbia and Moral Lessons

In recent years, two smaller banks were closed in the Republic of Srpska, and five banks in the Republic of Serbia, producing high costs for the budgets of the entities and the state. With regard to the size of the banks, fortunately that did not cause a crisis of the system as a whole. In this paper, we are trying to identify some reasons for bank failures and to observe the failures of monitoring institutions, as well as general key problems in the safety net system of financial sector in the surveyed entities. In this research we are trying to recognize some common elements or patterns of behavior and activities of management structures within the problematic banks, and in the operation of supervisory institutions. The research focuses on the presence of moral hazard of bank management and bank depositors. We are especially interested in attitude of the government and state institutions towards the problem of moral hazard in banks and their actions in saving banks with difficulties.

Key words: bank failure, moral hazard, safety net system of financial sector

Dr. Kostadin Pušara
Univerziteta Ujedinjenih nacija za mir i razvoj, Beograd
Dr. Aleksandra Pušara
Univerziteta UNION Nikola Tesla, Beograd

Korupcija i njen uticaj na razvoj i integraciju u zemljama Zapadnog Balkana

Korupcija kao pojam znači »izopačenost«, »prevaru«, »podmićivanje«. U svim rečnicima i strateškim planovima savremenih državama ovaj pojam zauzima vidno mesto, a pojedine države izgradile su sopstveni pravni okvir za borbu protiv korupcije, budući da se korupcija označava kao krivično delo sa višestrukim štetnim posledicama za razvoj privrede i društva. Korupcija ruši ugled države u međunarodnim odnosima, snižava rejting, sigurnost i bezbednost investicionog ulaganja, a na unutrašnjem planu degradira vrednosni i moralni sistem. U zemljama Zapadnog Balkana glavni problem je visok indeks korupcije u svim oblicima. Tome doprinosi različit nivo političke stabilnosti pojedinih zemalja, a zatim neefikasna zakonodavna i izvršna vlast, te opterećenost sivom ekonomijom, problematičnim privatizacijama, neefikasnim obrazovanjem itd. Brojni analitičari su utvrdili, da je korupcija niža u zemljama koje imaju organizovan i efikasan pravni sistem, u demokratskim državama sa slobodnijom štampom, u razvijenim državama gde je populacija obrazovanija, gde je jasna granica javnog i privatnog, kao i u zemljama sa većim relativnim platama u javnom sektoru, dok je indeks korupcije veći u zemljama koje su politički nestabilne.

Ključne reči: korupcija, regionalizacija, Zapadni Balkan, Evropska Unija

Corruption and its Impact on the Development and Integration of Western Balkan Countries

Corruption, as a term, conveys meanings like "depravity", "fraud" and "bribery". All dictionaries and strategic plans of contemporary countries consider this term as important. Some countries even built their own legal framework to fight the corruption, which is referred to be a criminal act with numerous negative impacts on economy and society as whole. The corruption disrupts the country's reputation in foreign relations, lowers the rating, safety and security of investments, and, inside the country, downgrades its values and the moral system. In Western Balkan countries, the main problem is high corruption index in all its forms. It is caused by different levels of political stability of individual countries, as well as by the ineffective legislative and executive authority, the "grey economy", problematic privatization processes, ineffective education systems, etc. Numerous analysts found that corruption has lower values in countries with organized and efficient legal systems, in democratic states having free media, in developed countries with highly educated population, where there is a noticeable limit between the private and public property, as well as in the countries with higher relative salaries in public sector. However, the corruption index is higher in politically unstable countries.

Key words: corruption, regionalization, Western Balkans, European Union

Mag. Žarko Rađenović
Univerzitet u Nišu, Ekonomski fakultet
Dr. Tatjana Boshkov
Univerza »Goče Delčev« Štip

Utjecaj humanog kapitala na uspeh u karijeri – bankarski sektor u Srbiji i Makedoniji

Razumevanje uticaja humanog kapitala na ostvarivanje uspeha u karijeri bitno je za svakog pojedinca koji se u turbulentnim vremenima nalazi na tržištu rada. U današnjoj eri tehnologije, globalizacije i opšteg napretka vladaju postulati »ekonomije znanja«. Zato bi svaki pojedinac na tržištu rada, ukoliko želi da izgradi sopstvenu karijeru, trebalo da radi na kontinuiranom unapređenju humanog kapitala. Ovo pomaže njegovom prepoznavanju na sve kompetitivnijem tržištu rada koje zbog svoje izuzetne dinamike doslovno eliminiše »slabe igrače« usled njihove nemogućnosti da se prilagode savremenim trendovima i kadrovskim potrebama. Kada se govori o empirijskom istraživanju i potvrđivanju činjenice da humani kapital deluje na uspeh u karijeri, u radu je prikazana statistička analiza povezanosti pomenutih kategorija, na osnovu 474 ispitanika odnosno zaposlenih, bankarskog sektora Republike Srbije i Makedonije. Analize dokazuju značajnost uticaja razvoja humanog kapitala zaposlenih na uspeh u karijeri posmatrano i kroz hijerarhijski različite pozicije u konkretnom sektoru.

Ključne reči: humani kapital, karijera, bankarski sektor

Human Capital and its Impact on the Career Success - Serbian and Macedonian Banking Sector

Understanding the impact of human capital on achieving career success is essential for each individual in turbulent times on the labour market. In the current era of technology, globalization and the general progress, the principles of "knowledge economy" are ruling. Therefore, each individual in the labour market, if they want to build their own career, should work on continuous improvement of human capital. This helps their recognition in the increasingly competitive labor market, which due to its exceptional dynamics, virtually eliminates the "weak players", since they are unable to adapt to modern trends and staffing needs. When we talk about empirical research and confirmation of the fact that human capital affects the career success, this paper presents a statistical analysis of the correlation mentioned categories, based on 474 employees in Serbian and Macedonian banking sector. The analyses, have proven that development of employees' human capital has a significant impact on career success, viewed through different hierarchical positions in a particular sector.

Key words: human capital, career, banking sector

Študija primera inovativne storitve

Današnji porabnik je vse bolj racionalen v svojem vedenju in nakupnem odločanju, a hkrati vse bolj kompleksen, čemur se morajo prilagoditi podjetja s storitvami. Podatki iz najbolj inovativnih držav na svetu kažejo, da so za razvoj in uspeh gospodarstva države velikega pomena inovacije na področju storitev. Namen prispevka je raziskati vlogo inovacijske politike posamezne regije, nacionalnega gospodarstva ali širšega evropskega okolja iz vidika izvajanja inovacij na področju storitev. Inovacijsko sposobnost malih podjetij na področju storitev obravnavamo iz vidika pomena prilagajanja storitev in možnosti, da so podjetja z uvedeno inovativno storitvijo konkurenčnejša na regionalnem ali globalnem trgu in dosegajo visoko dodano vrednost v primerjavi s konkurenco. V prispevku predstavimo primer prenosa v procesu študija pridobljenega teoretičnega znanja študentov v neposredno delovno okolje z razvojem inovativne storitve. Prenos znanja predstavimo na študiji primera razvoja računalniške in mobilne aplikacije, ki bi uporabniku omogočala, da izbere določeno gostinsko storitev na način, ki je zanj kar najbolj enostaven in uporaben. Poudarimo pomen različnih dejavnikov: hitrost storitve, prihranek časa in možnost izbire.

Ključne besede: inovacije, storitve, sodelovanje akademija-gospodarstvo, menedžment gostinstva

Case Study of Innovation Service

Today's consumer behavior is increasingly rational regarding the purchase decision, yet more and more complex; therefore, companies must adapt their services to follow the consumer needs. Data from the most innovative countries in the world show that innovations in services are very important for development and success of the country's economy. The purpose of this paper is to investigate the role of innovation policy of the region, national economy or the broader European environment from the aspect of implementing innovation in the area of services. Innovation capacity of small enterprises in the services sector is being dealt with through the perspective of services adaptation and opportunities, which enable the companies with innovative services to be more competitive on the market and to achieve a higher added value. In the paper, we will present an example of transferring the students' theoretical knowledge to the immediate work environment through the development of innovative services. The transfer of knowledge is presented on a case study of the mobile and computer application development, enabling the user to choose a particular catering service in the easiest and most useful way. We will emphasise the importance of different factors: speed of service, saving time, and the choice.

Key words: innovations, services, academy-economy collaboration, catering management

Stavovi opće javnosti o poslovnom lobiranju u Hrvatskoj

Lobiranje je široko rasprostranjena međunarodna industrija u svijetu, u kojoj danas djeluju tisuće registriranih lobista, a lobističke su usluge brojnim poduzećima neophodne za poslovanje. Ipak, lobiranje se u javnosti često negativno percipira kao djelatnost koja nije dovoljno regulirana i čije su temeljne odrednice i aktivnosti nedovoljno transparentne. Cilj rada je bio ispotati stavove opće javnosti o lobiranju u Hrvatskoj, kako bi se utvrdilo ima li lobiranje negativan ugled među hrvatskom javnosti i zašto. Uz teoretski dio rada provedeno je i empirijsko istraživanje, koje je pokazalo kako opća javnost ima neutralne do umjerene pozitivne stavove o lobiranju, ali smatra kako je lobiranje nedovoljno regulirana i transparentna djelatnost u Hrvatskoj. Zaključeno je, da je poslovno lobiranje u Hrvatskoj, na svojim počecima, te će se kroz naredne godine razvijati i unutar djelovanja Hrvatske u Europskoj uniji i razvoja mladih visoko obrazovanih profesionalaca.

Ključne riječi: lobiranje, poslovno lobiranje, transparentnost, Hrvatska

Attitudes of General Public towards Corporate Lobbying in Croatia

Lobbying is a widespread international industry in which thousands of registered lobbyists operate daily. Also, lobbying services are considered essential for many companies in achieving their business goals. However, lobbying is often negatively perceived among broad public as an illegal activity with low transparency. The aim of this study was to examine the attitudes of general public on lobbying in Croatia in order to determine, if lobbying is negatively perceived among Croatian general public and why. In addition to theoretical framework, empirical research has been conducted. Results of the research have shown that Croatian general public has a neutral to moderately positive attitude towards lobbying, but believes that lobbying is insufficiently regulated and lacks transparency in Croatia. Analysis of corporate lobbying potentials in Croatia, according to research results, is emphasized in this paper. It was concluded that corporate lobbying in Croatia is at its beginning and will probably develop through following years within the process of Croatian accession to the European Union and development of young, highly educated professionals who will contribute to the growth of number of lobbyists in Croatia.

Key words: lobbying, corporate lobbying, transparency, Croatia

Čovjek u društvu i sistemu

Globalizacija u ekonomskom smislu je proces kojim se smanjuje ili potpuno ukidaju prepreke u međunarodnoj ekonomskoj razmjeni i povećava ekonomska integracija među zemljama. Brojni su raznovrsni pogledi na globalizaciju, a odražavaju se na svim područjima života i djelovanja suvremenog čovjeka. Analiziraju se neki pogledi odnosa pojedinca i društva, odnosno socijalno-ekonomskog sistema. Autori razlikuju pojmove društvo i sistem. Oni su postali međusobno suprotstavljena »dva svijeta«. Prvi se shvaća kao odnos između pojedinaca koji posredovanjem sustava vrednota i etičkih normi tvore društvo. Drugi, kao odnos formalnih institucija uređenih pomoću raznih režima koji tvore sistem na temelju prava i moći. Moderno društvo obilježava jačanje sistema nasuprot društvu i čovjeku. U radu se analiziraju promjene odnosa između tih dvaju svjetova i to kao različita stajališta: institucionalni, razvojni, globalni, komunikacijski, politički, vremenski, kulturni, znanstveni, metodički, te aspekt kontrole i ciljeva. Sistem sam sebe racionalizira i postaje sam sebi svrha umjesto da služi društvu. Moderno društvo obilježava jačanje sistema nasuprot društvu i čovjeku, a otuđeni pojedinac postaje broj nemoćan pred sistemom. Zastupa se teza »u metodičkom obratu« u znanosti (ekonomiji, sociologiji itd.) koji će sistem metodološki postaviti i kritički istraživati kao cjelinu, a samo pojedine procese ili stanje fenomena unutar cjeline.

Ključne riječi: čovjek, društvo, sistem, metodički obrat, ekonomija, sociologija

Individual, System and Society

Globalization in the context of economy is a process that shortens or even eliminates obstacles in international economic exchange and enhances the economic integration of countries. There are various aspects of globalization that are manifested in all areas of modern human life. This paper analyzes some aspects of the relationship between the individual and society or social system. The author differentiates between the terms society and system. These terms have basically become two mutually opposed worlds. The first term is understood as the relationship between individuals who create the society by mediating the system of values and ethical norms. The latter term is understood as the relation between formal institutions organized by different regimes that create the system on the basis of rights and power. Modern society is marked by the increasing strength of the system as opposed to the individual and society. The paper examines the occurring changes between these two worlds by looking at various aspects: institutional, developmental, communication, political, time, cultural, scientific, methodological, as well as through the control and goals analysis. The system rationalizes itself and becomes a purpose in itself instead of serving the society. Modern society is marked by the increasing strength of the system and the alienated individual becomes a number, helpless when faced with the system. The thesis about the »methodological turn« in science is advocated in paper, which claims that the system should be examined methodologically and critically evaluated as a whole rather than as the individual processes and conditions within the whole.

Key words: individual, society, methodological turn, system, economics, sociology

Dr. Alenka Rožanec

Visoka šola za upravljanje in poslovanje Novo mesto

Dr. Sebastian Lahajnar

BPMLAB Ljubljana

Obvladovanje netehničnih dejavnikov informacijske varnosti

Vedno večja odvisnost poslovnih procesov od informacijske tehnologije povečuje pomen zagotavljanja ustreznega nivoja informacijske varnosti vsake organizacije. Kljub vedno večjim vlaganjem organizacij v varnostne rešitve, pa se število varnostnih incidentov iz leta v leto povečuje. Vzroke gre iskati v več smereh: hiter razvoj informacijske tehnologije (nova programska in strojna oprema), mlajši zaposleni (seboj prinašajo drugačno kulturo, inovativno uporabo IT ter lastne naprave) in premajhno zavedanje vodstva, da so najšibkejši člen informacijske varnosti premalo ozaveščeni in izobraženi uporabniki. Vse navedeno prinaša številne ranljivosti, ki jih napadalci lahko izkoristijo. V prispevku se osredotočamo na netehnične dejavnike (zaposlene, njihovo kulturo ter varnostne postopke), ki jih je za zagotavljanje ustrezne ravni informacijske varnosti potrebno ustrezno obvladovati in katerim je bilo do sedaj posvečene premalo pozornosti. Raziskave namreč ugotavljajo, da so organizacije večinoma že poskrbele za uvedbo tehničnih rešitev, premajhno pozornost pa posvečajo zaposlenim, da se izobrazijo za varno ravnanje z informacijskimi viri.

Ključne besede: informacijska varnost, netehnični dejavniki informacijske varnosti, ranljivost, varnostni incident

Managing Non-Technical Factors of Information Security

The increasing dependence of business processes on information technology increases the importance of ensuring an adequate level of information security of each organization. Despite growing investments of organizations in security software, the number of security incidents permanently increases. The reasons should be searched in several directions: the rapid development of information technology (new software and hardware), younger employees (each brings a different culture and the innovative use of IT and their own devices) and lack of senior management's awareness that insufficiently savvy and educated users are the weakest link in information security. All the above mentioned brings many new vulnerabilities that attackers can exploit. In this paper, we focus on non-technical factors (employees, their culture and security procedures), which must be well-managed to ensure the proper level of information security but have not been sufficiently addressed so far. Studies have found that most organizations have already implemented security software, while insufficient attention was given to the employees' education for secure information resources handling.

Key words: information security, non-technical factors of information security, vulnerability, security incident

Delovna zavzetost starejših v primerjavi z mlajšimi zaposlenimi

Prispevek predstavlja razlikovanje v zavzetosti na delovnem mestu starejših zaposlenih v primerjavi z mlajšimi zaposlenimi v slovenskih podjetjih. Glavni cilj prispevka je predstaviti pomen upravljanja človeških virov in zavzetost zaposlenih na delovnem mestu. Staranje prebivalstva v Sloveniji predstavlja enega največjih izzivov za upravljanje s starostno raznolikostjo v podjetju. V okviru demografskih sprememb in aktivnega staranja na delovnem mestu, upravljanje starostne raznolikosti vodi do oblikovanja novih vidikov upravljanja s človeškimi viri v organizaciji. Upravljanje človeških virov je ključni element poslovnih procesov in organizacije, v kateri se vse bolj zavedajo pomena znanja, izkušenj, spretnosti in raznolikosti svojih zaposlenih. V vzorec naše raziskave smo naključno vključili 400 zaposlenih v velikih, srednje velikih in malih podjetjih. Namen prispevka je odgovoriti na raziskovalno vprašanje: obstajajo statistično značilne razlike v zavzetosti na delovnem mestu med starejšimi in mlajšimi zaposlenimi v slovenskih podjetjih.

Ključne besede: delovna zavzetost, starostna raznolikost, upravljanje človeških virov

Engagement of Older Employees Compared to Younger Employees

This paper introduces the difference in engagement of older employees in the workplace compared to younger employees in Slovenian companies. The main goal of the paper is to present the importance of human resource management and engagement in the workplace. The aging population in Slovenia is one of the biggest challenges for the management of age diversity in the company. In the context of demographic change and active aging in the workplace, managing the age diversity helps designing new aspects of human resource management in organization. Human resource management is a key element of business processes and organizations are increasingly aware of the importance of knowledge, experience, skills, and diversity of their employees. The sample included 400 randomly selected employees in large, medium-sized and small companies. This paper aims to answer the research question there statistically significant differences in engagement in the workplace between older and younger employees in Slovenian companies.

Key words: engagement, age diversity, human resource management

Prilog utemeljenju inoviranog financijskog modela točke pokrića

Model točke pokrića još uvijek predstavlja nezaobilazan alat upravljanja poslovnim procesima, pa je otuda i dalje fokus promatranja i istraživanja mnogih ekonomskih znanstvenika i stručnjaka. Dosadašnji je razvoj modela točke pokrića u okviru znanstvene i stručne literature iznjedrio nekoliko pristupa utemeljenju modela točke pokrića, i to: inženjerski pristup, računovodstveni pristup i financijski pristup. Međutim, financijski model točke pokrića na podlozi inženjerskog pristupa dosad nije razrađivan. Taj model podrazumijeva cjelovitije sagledavanje učinkovitosti donošenja poslovnih odluka kroz povezivanje profita (profitabilnosti) i novčanog toka (likvidnosti) na podlozi koncepta proizvodne funkcije. Ovim radom autori imaju namjeru odgovoriti na pitanje: postoji li potreba za utemeljenjem financijskog modela točke pokrića na podlozi inženjerskog pristupa? Temeljem afirmativnog odgovora, autori zaključuju: utemeljenje financijskog modela točke pokrića na podlozi inženjerskog pristupa implicira uvođenje novih financijskih pojmova i kategorija kojima bi se definirali alati upravljanja poslovnim procesima na relaciji profitabilnosti i likvidnosti.

Ključne riječi: geneza razvoja, pristupi i kritika modelima točke pokrića

Addition to the Innovative Financial Break-Even Point Model Establishment

The break-even point model still represents an unavoidable tool for managing business processes and hence it is a permanent focus of observation and research of many economic scientists and business experts. The development of the break-even point model within the scientific and professional literature so far points to several main approaches of its establishment: the engineering approach, the accounting approach, and the financial approach. However, the financial break-even point model based on the engineering approach was not considered so far. This model refers to a comprehensive overview of efficiency in the process of decision-making by relating profit (profitability) and cash flow (liquidity) on the basis of the concept of production function. The authors of this paper intend to answer the following question: is there a need for the establishment of financial break-even point model which will be based on the engineering approach? Providing an affirmative answer, the authors conclude: the establishment of the financial break-even point model based on the engineering approach implies the introduction of new financial concepts and categories, based on which the tools for managing business processes in order to relate profitability and liquidity will be defined.

Key words: development genesis, approaches and criticism of break-even point models

Računovodstvena regulativa i kvalitet izveštavanja o zaštiti životne sredine

Rastuća zabrinutost stekholdera o očuvanju životne sredine stvara pritisak na preduzeća da povećaju svoju odgovornost prema okruženju i unaprede kvalitet izveštavanja o svojim aktivnostima na polju zaštite životne sredine. Produkovani izveštaji mogu da budu namenjeni eksternim ili internim korisnicima, da budu sastavljeni na dobrovoljnoj osnovi ili kao posledica obavezujuće regulative, odnosno da budu objavljeni kao zasebni izveštaji ili kao sastavni deo godišnjeg izveštaja preduzeća. Adekvatno vrednovanje i obelodanjivanje informacija o troškovima, obavezama i sredstvima proisteklim iz aktivnosti na polju zaštite životne sredine nesumnjivo može da doprinese unapređenju odnosa sa stekholderima i popravljaju korporativne reputacije. Međutim, u praksi obim i kvalitet objavljenih informacija varira u zavisnosti od nivoa korporativne svesti o potrebi očuvanja životne sredine, specifičnosti zakonskih zahteva i pravila finansijskog izveštavanja. Svrha ovog rada je da se istraži veza između faktora, kao što su: povećanje uskladenosti računovodstvene regulative (MRS/MSFI) sa zahtevima očuvanja životne sredine, bolje osmišljeni i širi pritisci od strane zakonske regulative i harmonizovanije smernice za izveštavanje i kvaliteta obelodanjenih informacija o zaštiti životne sredine, i to kako unutar finansijskog, tako i unutar upravljačkog računovodstva.

Ključne reči: izveštavanje o zaštiti životne sredine, obavezujuća regulativa, finansijski izveštaji, neobavezujuća regulativa, dobrovoljni izveštaji o zaštiti životne sredine

Accounting Regulative and the Quality of Environmental Reporting

The stakeholders' increased environmental concerns have put pressure on the companies to be more responsible and act as "good citizens" and to enhance the quality of environmental reporting. These reports may be addressed to both external and internal users and published either on voluntary or mandatory basis, through additional separate records or as a set of information disclosed within different parts of an annual report of a company. Appropriate measuring and reporting of the environmental costs, liabilities and assets may certainly contribute to improved stakeholders' relations and corporate reputation. However, the quality and quantity of reported information in practice varies depending on the level of corporate environmental awareness, specific legislative requirements and financial reporting rules. The goal of this paper is to research the connection among factors such as enhanced environmental compliance in accounting regulative (IAS/IFRS), better planned and more influential legislation pressures, as well as harmonized reporting guidelines and the quality of disclosed environmental information, both within environmental financial accounting and environmental management accounting.

Key words: environmental reporting, mandatory regulative, financial statements, voluntary regulative, voluntary environmental reports

Globalization and Economic Security of Russia

The purpose of this research paper is to determine the specific features of economic security of the state in the globalization processes. The economic security obtains the importance, value and new qualitative content in the new reality. The authors give the definition of the states' economic security as the set of conditions and factors providing independence of national economy and its qualities. The foreign economic activity is considered by the authors to be a multilateral business in the sphere of the international exchange of goods, services and information. One of the discussed issues is the customs safety as the component of the economic security and foreign trade. It is stressed that the national interests' security is mostly assigned to the customs administrations and the analysis of various external and internal conditions influencing the Federal Customs Service activities is given. The new tendencies as the integration processes in the field of customs affairs and simplification of customs operations are described. The new approach to the customs affairs development under the conditions the Eurasian Economic Union formation is offered.

Key words: globalization, economic security, customs regulations, import, customs duties

Globalizacija in gospodarska varnost Rusije

Namen prispevka je ugotoviti posebnosti gospodarske varnosti države v procesu globalizacije. Gospodarska varnost v novi realnosti tako dobi nov pomen, vrednost in nove kakovostne vsebine. Avtorji opredeljujejo gospodarsko varnost države kot niz pogojev in dejavnikov, ki zagotavljajo neodvisnost nacionalnega gospodarstva in njegovih lastnosti. Tujo gospodarsko dejavnost avtorji navajajo kot večstransko poslovanje na področju mednarodne izmenjave blaga, storitev in informacij. Ena od obravnavanih zadev je tudi carinska varnost kot del gospodarske varnosti in zunanjega trgovanja. Poudarjeno je dejstvo, da je varovanje nacionalnih interesov predvsem dodeljeno carinskim upravam in podana je tudi analiza različnih zunanjih in notranjih pogojev, ki vplivajo na dejavnosti zvezne carinske službe. Opisani so novi trendi, kot npr. povezovanje procesov na področju carinskih zadev in poenostavitev carinskih postopkov. Prispevek podaja nov pristop k razvoju carinskih zadev pod pogoji oblikovanja Evrazijske gospodarske unije.

Ključne besede: globalizacija, gospodarska varnost, carinski predpisi, uvoz, carine

Organizacijska vzdržnost in teorija uravnoteženja interesov

V prispevku predstavljamo teorijo uravnoteženja interesov kardinalnih nosilcev interesov (organizacija sama po sebi kot družbena entiteta, lastniki ali delničarji, stranke in zaposleni) pri zagotavljanju organizacijske vzdržnosti. Predlagana teorija, kljub uporabi drugih ustreznih teorij, temelji na začetnih kvalitativnih ugotovitvah avtorja iz lastnih svetovalnih izkušenj pri izvajanju organizacijskih posegov v profitnih in javnih organizacijah ter organizacijah civilne družbe. Teorija uravnoteženja se osredotoča na menedžerske pristojnosti za proaktivno in prilagodljivo delovanje na treh ravneh oblikovanja in izvajanja praks za organizacijsko vzdržnost. Namen prispevka je vzpodbuditi akademske in menedžerske razprave glede predlaganih konceptualnih rešitev v okviru prehoda iz deklarirane nujnosti po organizacijski vzdržnosti k realnim možnostim za izvajanje učinkovitih praks menedžiranja.

Ključne besede: organizacijska vzdržnost, teorija uravnoteženja, nosilci interesov

Organizational Sustainability and Theory of Balancing the Interests

The paper presents the theory of balancing the interests of cardinal stakeholders (the organization itself as a social entity, the owners/shareholders, clients and employees) in ensuring the organizational sustainability. Despite other theories, the proposed theory is based upon the author's qualitative findings from personal consulting experience in implementing organizational interventions in for-profit, public, and civic organizations. The balancing theory focuses on the managerial responsibility for proactive and flexible activity on the three levels of designing and implementing organizational sustainability practices. The aim of this paper is to start the academic and managerial discussions regarding the proposed conceptual solutions within the scope of transition from declared necessity for organizational sustainability towards realistic opportunities for implementing effective managerial practices.

Key words: organizational sustainability, balancing theory, stakeholders

Slovenački pisci za decu u srpskoj školi - primer prožimanja jezika i kulture

Kulture su u sadejstvu, prepliću se i deluju jedna na drugu. Savremeni trendovi u svim oblastima čovekovog duhovnog razvoja omogućavaju izučavanje nacionalnih i stranih jezika i kultura, i dostupnost informacija o pojedinim segmentima iz oblasti ukupnog duhovnog razvoja konkretne kulture iskazane jezikom. Mesto slovenačke književnosti za decu u ovom radu zauzeće značajno mesto. Pregledom prevedenih dela starijih i mlađih autora ukazaćemo na prožimanje tema, ideja, konkretizaciju likova, posebno na jezik prevoda u komparaciji sa jezikom originala. Značajno mesto zauzeće prevodioci koji su svojim prevodima omogućili otvaranje novog polja istraživanja u književnom stvaralaštvu i uneli nove ideje u tumačenju i interpretaciji književnog stvaralaštva za decu. Teorijski deo biće potkrepljen izborom iz poezije Otona Župančiča i pripovedača Prežihova Voranca.

Ključne reči: slovenački pisci, deca, srpska škola, jezik, kultura

Slovenian Authors for Children in Serbian School - an Example of Language and Culture Intertwinement

Cultures interact, interweave and influence each other. Contemporary trends in all areas of human spiritual development enable the study of national and foreign languages and cultures, as well as the availability of information about certain segments in the field of an overall spiritual development of a concrete culture expressed by language. Slovenian literature for children will have an important position in this paper. By reviewing translated works of older and younger authors, we will point to interweaving of topics, ideas, concretization of characters; special attention will be paid to the language of translation in comparison with the original language. Important place be given to translators who made way with their translation for opening a new field of research in literary creation and brought new ideas in interpretation of literary creation for children. Theoretical part will be supported by the choice of the poetry of Oton Zupancic and the storyteller Prezihov Voranc.

Key words: slovenian writers, children, Serbian school, language, culture

Pomen mednarodnih akreditacij zdravstvenih zavodov v Sloveniji

V slovenskem prostoru so se mednarodne akreditacije zdravstvenih zavodov pričele izvajati skladno z usmeritvami Ministrstva za zdravje in po imenovanju njihove delovne skupine. Le ta je v letu 2010 pripravila dokument »Nacionalna strategija kakovosti in varnosti v zdravstvu (2010 - 2015)«. V enem od strateških ciljev dokumenta je opredeljen razvoj sistematičnega vodenja varnosti in kakovosti. Vodenje kakovosti naj bi potekalo na podlagi mednarodno uveljavljenih sistemov vodenja kakovosti. Akreditiran zdravstveni zavod pridobi mednarodno priznan certifikat. Ob poteku akreditacije se izvaja presoja, ki jo izvaja zunanja neodvisna ustanova z naborom področnih strokovnjakov, in ocenjuje širše delovanje zdravstvenega zavoda. Posebni poudarek je namenjen zmožnosti zavoda ali lahko kontinuirano zagotavlja varnost in kakovost ob zdravstveni obravnavi pacientov. Le s poglobljeno analizo delovnih procesov, upoštevajoč vse ugotovljene prednosti in slabosti, je možno načrtovati ustrezne spremembe, ki so bistvenega pomena za izboljšave. V prispevku bo podan pregled že akreditiranih zdravstvenih zavodov v Sloveniji. Podane bodo vsebine različnih mednarodnih akreditacij in njihov vpliv na spremembo organizacijskih procesov ter procesov vodenja.

Gljučne besede: akreditacija, zdravstveni zavodi, kakovost

The Importance of International Accreditation of Healthcare Institutions in Slovenia

In Slovenia, the international accreditation processes began in concordance with the Ministry of Health guidelines, immediately after the nomination of a special working group. In 2010, the Ministry prepared the document „National Strategy of Quality and Safety in Health Care (2010-2015)“. One of the strategic objectives of the document defines the systematic development of safety and quality. Quality management should be based on the internationally recognized quality management systems. The accredited healthcare institution obtains an internationally recognized certificate. When the accreditation expires, an assessment is conducted by an external independent institution with a set of sectoral experts, where they assess the broader functioning of the healthcare institution. Special emphasis is placed on the ability of the institution to ensure safety and quality of the medical treatment of patients. Only with an in-depth analysis of working processes, and by considering all the possible advantages and disadvantages, it is possible to design the appropriate change plans, which are essential for the improvement. This paper provides an overview of already accredited healthcare institutions in Slovenia. The content of various international accreditations will be presented and their impact on organizational change processes and process management will be discussed.

Key words: accreditation, healthcare institutions, quality

Kooperativnim učenjem do multikulturalnog koncepta u obrazovanju

U radu se razmatraju aktuelne reformske tendencije u obrazovanju uslovljene globalizacijskim društvenim kretanjima u Srbiji. Posledice tih promena reflektuju se na školu posredno, utičući na koncept obrazovanja u celini, realizaciju ciljeva i zadataka vaspitnog delovanja, organizaciju nastave i pitanje sadržaja obrazovanja. S aspekta multikulturalnog vaspitanja, ove promene mogu da se konkretno zahvate u svojim pedagoškim konsekvencama i da aktuelizuju probleme realnog pedagoškog delovanja u školi. Kako uticaj interkulturalnih edukacijskih ideala implicitno ili eksplicitno pokazuje izražena evrointegracijska očekivanja, cilj rada je ukazivanje na to da se on može i treba uvažiti i iskoristiti u pozitivnom smislu u školi kroz širenje vrednosnih sadržaja kulture multikulturalizma i adekvatnih vaspitnih metoda rada i uticanja. S obzirom na to da je podloga multikulturalnog vaspitanja kooperativni rad učenika, značajan deo rada odnosi se na razmatranje mogućnosti i efekata ostvarivanja interkulturalizma u sadašnjim školskim okolnostima u Srbiji posredstvom ove strategije nastavnog rada.

Ključne reči: reforma škole, kooperativno učenje, multikulturalno vaspitanje, interkulturalizam

With Cooperative Learning to the Multicultural Concept in Education

This paper discusses the current trends in education reform caused by globalization social movements in Serbia. The consequences of these changes are reflected in the school indirectly, affecting the concept of education as a whole, realisation of the objectives and tasks of educational activity, organization of teaching, and question the content of education. From the perspective of multicultural education, these changes can be concretely engulfed in their educational consequences and may actualize the real problems of the pedagogical work in school. As the impact of intercultural educational ideals implicitly or explicitly show the expressed expectations of eurointegration, the aim of this paper is to point out that the ideals can and should be recognized and exploited in a positive way in school, by spreading the valuable content culture of multiculturalism and adequate educational methods of work and influence. Considering that the basis of multicultural education is the cooperative work of students, a significant part of the work refers to considering the possibilities and realisation effects of interculturalism in the current school circumstances in Serbia through this strategy of teaching.

Key words: school reform, cooperative learning, multicultural education, interculturalism

Osebne vrednote in etično vedenje menedžerjev 21. stoletja

Menedžerji odločujoče vplivajo na uspešnost poslovanja organizacije, saj določajo osnovne smeri razvoja, strateške cilje organizacije ter skrbijo za izvajanje načrtovanih nalog na vseh ravneh delovanja. Pri opravljanju svojega dela imajo več vlog, ki jim dajejo formalno avtoriteto – medosebne, informacijske in vloge odločanja. Med lastnostmi, ki naj bi jih za opravljanje svoje funkcije imeli, izstopajo poštenost, sposobnost, pogled v prihodnost in navduševanje drugih. Etičnost njihovih poslovnih odločitev pa je odvisna od njihovih osebnih lastnosti in vrednot. V prispevku predstavljamo rezultate raziskave, s katero smo ugotavljali, katere terminalne in instrumentalne vrednote menedžerjev so zanje najpomembnejše pri opravljanju njihovega dela, in na kakšen način bi se najpogosteje odločili za neetično vedenje za doseg svojih poslovnih ciljev. Rezultati so pokazali, da so za menedžerje med terminalnimi vrednotami najpomembnejše samospoštovanje, svoboda mišljenja in delovanja ter cilji v življenju. Med instrumentalnimi vrednotami menedžerjem največ pomenijo biti zdrav, odgovoren in sposoben. Za doseg poslovnih ciljev bi med neetičnimi oblikami vedenja izbrali podkupovanje in prisilo.

Ključne besede: menedžerji, terminalne in instrumentalne vrednote, etično vedenje, uspešnost poslovanja

Personal Values and Ethical Behaviour of the 21st Century Managers

Managers have a determining influence on the organisation's business performance, since they define basic development directions, strategic objectives of the organization, and ensure the implementation of the planned tasks at all levels of operation. In the course of their work they perform in different roles which give them the formal authority – interpersonal, informational and decisional. Among the important characteristics for performing their functions, fairness, competence, insight into the future and encouraging others stand out. The code of ethics of their business decisions depends on their personal traits and values. In the article we present the results of a research on determining the most important terminal and instrumental values for managers in performing their work, and their most common choice of unethical business behaviour for achieving their business goals. The results showed that among the most important terminal values the managers listed self-respect, freedom of thought and action, goals in life. Among the instrumental values, the managers found the most important to be healthy, responsible and competent. In order to achieve the business goals, they would choose bribery and intimidation as an unethical business behaviour.

Key words: managers, terminal and instrumental values, ethical behaviour, business performance

Integrirano izveštavanje – informacioni osnov upravljanja održivim razvojem

Računovodstveni odgovor na nove zahteve održivog razvoja i integriranog upravljanja ciljevima, strategijama i performansama, predstavlja koncept integriranog izveštavanja o održivom razvoju preduzeća i šireg okruženja. Integrirano izveštavanje ima za cilj da poveže finansijsko, standardizovano izveštavanje o ekonomskim performansama preduzeća sa kvalitativnim izveštajima o rezultatima održivog razvoja. Osnovna ideja strategijskog upravljačkog računovodstva održivog razvoja jeste obezbeđivanje informacione osnove o efektima između socijalnih i ekoloških performansi i njihovom ekonomskom uticaju na preduzeće. Identifikovanje ekoloških i socijalnih troškova, koristi i rizika, kao i inkorporiranje njihovog uticaja na ekonomske performanse kompanije, obezbeđeni su primenom ekološkog i socijalnog upravljačkog računovodstva. Shodno iznetom, glavni cilj ovog rada je sagledavanje uloge i značaja korišćenja integriranog sistema merenja performansi preduzeća sa aspekta njegovog doprinosa konceptu održivog razvoja.

Ključne reči: održivi razvoj, integrirano izveštavanje

Integrated Reporting – Information Basis of Managing Sustainable Development

Accounting response to the new requirements of sustainable development and integrated management objectives, strategies and performance, is the concept of integrated reporting on the sustainable development of enterprises and the wider environment. Integrated reporting aims to bring together financial, standardized reporting on the economic performance of companies with qualitative reports on the results of sustainable development. The basic idea of the strategic management accounting for sustainable development is the provision of information base about the the effects between social and environmental performance and their economic impact on the company. Identification of environmental and social costs, benefits and risks, as well as the incorporation of their impact on the economic performance of the company, is provided by using the environmental and social management accounting. Accordingly outlined, the main objective of this paper is to review the role and importance of using an integrated system in performance measurement in terms of its contribution to sustainable development.

Key words: sustainable development, integrated reporting

Rad na tekstu - preduslov uspešnog učenja i permanentnog obrazovanja

Veliki deo svoga znanja, uprkos brojnim medijima, savremeni pojedinac stiže čitanjem i tumačenjem teksta, njegovim dubljim istraživanjem. Tekst, kako književni, tako i neknjiževni, vredan je izvor informacija, ali i važan činilac duhovnog oblikovanja i snažan podsticaj čitalačkog zadovoljstva mladog bića koje otkriva da čitanjem može upoznati različite svetove, saznati nepoznato, dokučiti nedokučivo. Brojna istraživanja upozoravaju da mladi danas imaju nedovoljno razvijenu sposobnost koncentracije, ali i nemotivisanost za aktivno istraživačko čitanje koje je preduslov uspešnog učenja, bilo da je reč o tekstu kao školskoj lektiri ili o tekstu kao načinu i sredstvu za sticanje znanja iz drugih oblasti, formiranje pojmova o određenim pojavama i procesima. U radu će biti reči o tekstu kao posebno vrednom mediju i metodi rada na tekstu kao važnom preduslovu uspešnog učenja kojom nastavnici osposobljavaju učenike za permanentno obrazovanje.

Ključne reči: tekst, istraživačko čitanje, rad na tekstu, smisljeno učenje, permanentno obrazovanje

Working on Text - Precondition for Successful Learning and Permanent Education

Despite the numerous media, a contemporary individual gains much knowledge by reading and interpreting texts, by a more detailed research. Text, both literary and nonliterary, is a valuable source of information, as well as an important factor of spiritual formation; a strong incentive for a young being to find pleasure in reading, discovering various worlds and fathom the unfathomable. Numerous research warn us that young people today have an insufficiently developed ability to concentrate, as well as no motivation for an investigative reading, which is a precondition for successful learning, whether we have in mind a text as a school reading or as a way and means of gaining knowledge from other fields, forming concepts about certain phenomena and processes. In this paper, the author will discuss text as especially valuable medium and the method of working on text as an important precondition of successful learning, which helps teachers to prepare students for permanent education.

Key words: text, investigative reading, working on text, meaningful learning, permanent education

Ekonomska efikasnost i moral

Da li ekonomska efikasnost, kao jedan od ključnih uslova ukupnog društvenog razvoja, treba da bude i odsudan društveni cilj? U članku se odgovor na ovo i druga pitanja daje kroz razmatranje odnosa društvene efektivnosti i ekonomske efikasnosti. Pri tome se bliže sagledavaju i veze pomenutih kategorija sa moralom. Posledice ignorisanja tih povezanosti oličene su u tekućoj finansijskoj i ekonomskoj, ali nadasve moralnoj i ukupnoj društvenoj krizi. Težišno je istražena kategorija ekonomske efikasnosti, tj. njena povezanost sa globalno nametanim ekonomskim principima liberalnog kapitalizma. Preispituje se »samoregulišuća uloga tržišta«, kao i potreba za delom naglašenijom ulogom države. Takođe, posmatraju se i principi delovanja u drugim društvenim (pod)sistemima, opet kroz odnos sa moralom. Tako se izvodi zaključak o čvrstoj povezanosti – »osovini« ekonomske efikasnosti i morala. Pozitivni efekti sa navedena dva pola osovine vode ka društvenoj efektivnosti, dok negativni i/ili nedovoljni impulsi usmeravaju opšti tok ka krizi – moralnoj, ekonomskoj i svakoj drugoj, do opštedruštvene.

Ključne reči: efikasnost, efektivnost, ekonomski principi, moral, kriza

Economic Efficiency and Morality

Should economic efficiency, as one of the key conditions of the overall social development, be a crucial social goal? The article gives response to this and other questions through the discussion on the social effectiveness and economic efficiency relations. In addition, links between these categories and morality are described in more detail. The consequences of ignoring these connections are embodied in the current financial and economic, but primarily moral and overall social crisis. The emphasis is put on categories of economic efficiency, i.e. on its connection with the imposed global economic principles of liberal capitalism. "Self-regulatory role of the market" is reviewed, as well as the need for more emphasized role of the state. Nevertheless, the principles of acting in other social (sub)systems are observed, again through a relationship with morality. That leads to the conclusion of the strong relation – the »axis« of economic efficiency and morale. The positive effects of these two poles lead to social effectiveness, while negative and/or insufficient pulses direct the general trend to crisis - moral, economic, and other, including the overall social crisis.

Key words: efficiency, effectiveness, economic principles, morality, crisis

Dr. Danica Šantić

Univerzitet u Beogradu, Geografski fakultet

Dr. Dejan Đorđević

Univerzitet u Nišu, Ekonomski fakultet

Migracije kao faktor promena demografskog profila EU

U vreme rasta globalnih migracionih tokova i povećanja mobilnosti radne snage u Svetu, postoji potreba da se razumeju glavne determinante ovog fenomena i da se usmeri fokus na istraživanja migracija i izazove koje one donose. Ovo je veoma važna tema, posebno u Evropi, jer su 2014 i 2015, bile godine sa najvećim brojem imigranata, od Drugog svetskog rata do danas. Migranti mogu biti ekonomski migranti i izbeglice, ali univerzalni naziv za njih jeste azilanti i oni žele da ostanu, žive i rade u zemljama EU. Njihova struktura stanovništva se prilično razlikuje od strukture stanovništva EU: oni su mladi, u optimalnom reproduktivnom i radnom uzrastu. Da li će popraviti, ne samo u kvantitativnom, već i u kvalitativnom smislu, glavne karakteristike stanovništva koje živi u zemljama EU, a koje se danas suočava sa padom populacije ili stagnacijom i veoma niskom stopom fertiliteta, starenjem i nedostatkom radne snage? Možemo li očekivati preraspodelu stanovništva EU, zbog intenzivnih migracionih tokova u određenim zemljama ili promene u strukturi religije na kontinentu? To su pitanja od velikog značaja, jer današnji migracioni tokovi oblikuju budućnost stanovništva EU.

Ključne reči: demografija, migracije, izbeglice, ekonomski migranti, azil

Migration as a Factor of Changing the EU Demographic Profile

In the age of the increased global migration flows and mobility of the workforce in the world, there is a need to understand the main determinants of this phenomenon and to direct the focus on migration research and the efficient challenges it brings. This is a very important topic, especially in Europe, because 2014 and 2015 were the years of the highest number of immigrants, since the Second World War. Migrants can be economic migrants and refugees, however, in a unique term, they are asylum seekers and they want to stay, live and work in the EU countries. Their population structure is quite different from the structure of the EU population: they are young and in their optimum reproductive and working age. Are they going to improve the main characteristics of the EU population, now facing population decline, very low fertility rate, ageing and the lack of labour force, not only in quantitative, but also in a qualitative way? Can we expect redistribution of the EU population due to intensive migration flows in certain countries, or a change in religious structure of the continent? Those are the questions of great importance because the migration flows are now shaping the future of the EU population.

Key words: demography, migration, refugees, economic migrants, asylum

Piercing – dejavnik tveganja okužbe pri praktičnem pouku

V prispevku bo predstavljena raziskovava s področja preprečevanja in obvladovanja prenosa okužb v bolnišničnem okolju – piercing – dejavnik tveganja okužbe pri dijakih, ki opravljajo praktični pouk. Namen raziskave je bil ugotoviti, koliko dijakov zaključnih letnikov se je odločilo za pirsing, kako dijaki upoštevajo pravila urejenosti pri praktičnem pouku, ali se dijaki zavedajo možnih posledic nestrokovne vstavitve pirsinga in ali je po mnenju dijakov pirsing lahko vir okužbe. Hkrati je bilo zanimivo proučevati vpliv modnih trendov na stereotipni lik medicinske sestre, ki ga modni dodatki s pirsingi precej mamejo in preizkušajo. Dijaki so pri praktičnem pouku v procesu zdravstvene nege v neposrednem stiku s pacienti. Telesni nakit, ki ga nosijo, predstavlja tveganje za prenos okužbe, nakit, ki pa je vpet v kožo in sluznico, predstavlja možnost krvno prenosljivih okužb. S tega vidika nas je torej zanimalo, s kakšno mero previdnosti, odgovornosti in poučenosti nosijo pirsing dijaki.

Gljučne besede: pirsing, praktični pouk, okužbe, dejavnik tveganja

Piercing – the Risk Factor for Infections in Practical Courses

In this article we will present a research paper from the field of prevention and control of infection transmission in a hospital environment, piercing – the risk factor for infections in practical courses. The purpose of the research was to establish how many senior year students wear a piercing, how the students follow the rules of personal hygiene and uniform tidiness in practical courses, whether the students are aware of the possible effects of an unprofessional placement of a piercing and, according to the students, can a piercing be the source of an infection. At the same time it was interesting to gain an insight into the influence of fashion trends on the stereotype of a nurse, which can be broken by accessories such as piercings. The students in practical courses in the healthcare process are in direct contact with patients. Jewellery worn by the students poses a risk for the transmission of diseases and the place where the skin or the mucosa is punctured, poses the risk of blood-borne diseases as well. From this viewpoint, we studied the degree of caution, responsibility and knowledge the students that wear piercings uphold.

Key words: piercing, practical courses, infections, risk factor

Monetarni izazovi Keynesove makroekonomske koncepcije u 21. stoljeću

Cilj rada je pokazati povezanost Keynesove makroekonomske teorije obzirom na koncept kapitala i problem neizvjesnosti tržišta (novca) sa statusom realnog BDP-a kao pokazatelja razvoja nacionalnog gospodarstva u odnosu na ulogu financijskih institucija i njihove monetarne politike određivanja kretanja vrijednosti tečaja valute švicarskog franka u proteklom desetljeću. Rad polazi od teze da globalne financijske institucije svojom poslovnom politikom proizvode umjetnu potražnju za robama (npr. tečajem, valutom i sl.) koje inicijalno ne proizvode profit na nekom tržištu roba poradi nedostatne potražnje tih roba od strane potrošača. U ovom radu, a slijedeći makroekonomsku koncepciju spomenutoga problema, pokušati će se odgovoriti na pitanje: kako je Keynesova priča o kraju ekonomskog problema povezana s eskalacijom tečaja švicarskog franka u Republici Hrvatskoj u razdoblju 2004. do 2015., i zašto makroekonomski model rješavanja monetarnih problema može biti protumačen fenomenom transekonomije.

Ključne riječi: Keynes, Blanchard, makro- i transekonomija, »franačka kriza«, BDP

Monetary Challenges of the Keynes' Macroeconomic Concept in the 21st Century

The aim of the paper is to show the impact of Keynesian macroeconomic theory related to the concept of capital and the uncertainty of the market (money) by using the GDP status as the key factor in determining the national economy development, in relation to the monetary policy of financial institutions, which define the Swiss Franc exchange rate for the past decade. The paper is based on the thesis that the global financial institutions are using their business policies for creating an artificial demand for goods (e.g. exchange rate, currency, etc.); these goods initially do not generate any profit on a goods market due to the insufficient demand from the actual consumers. Following the macroeconomic concept of the mentioned issue, our task is to find a potential answer to the following questions: in which way is the Keynesian story of "the end of economic problem" connected to the monetary phenomenon known as the "Swiss Franc crisis" in the Republic of Croatia from 2014 to 2015; and why can the macroeconomic model of solving monetary problems be named as the phenomenon of transeconomics.

Key words: Keynes, Blanchard, macro- and transeconomics, "Swiss Franc Crisis", GDP

Obremenjenost zdravstvenih delavcev s stresom in izgorevanje na delovnem mestu

Danes živimo v svetu, za katerega je značilno, da se hitro spreminja, zato je za preživetje v njem potrebno hitro prilagajanje. Na stres vplivajo različni dejavniki, na katere se posameznik odzove. Najpogosteje so to fizični in psihični dejavniki. Telesni odziv na stres pa se od posameznika do posameznika prikazuje različno. Med same simptome stresa prištevamo telesne simptome, čustvene simptome, mentalne in vedenjske simptome. Ob daljši izpostavljenosti na delovnem mestu s kombinacijo prisotnosti stresa pa lahko govorimo o izgorelosti na delovnem mestu. Stres in izgorelost na delovnem mestu sta v današnjih časih najpogostejša spremljevalca v vseh delovnih organizacijah. Med zdravstvenimi delavci se čuti stres še tako intenzivneje, že zaradi samega načina in zahtev dela. Različni avtorji v svojih raziskavah poudarjajo, da se zdravstveni delavci zavedajo problema in škodljivosti stresa in tako iščejo načine kako se z njim spoprijeti in tako preprečiti stalno prisotnost stresa, ki lahko vodi v izgorelost. V prispevku predstavljamo prisotnost stresa in izgorelost med zdravstvenimi delavci na Internem oddelku Splošne bolnišnice Novo mesto. Ugotovili smo, da so za zdravstvene delavce najpogostejši stresni dejavniki pomanjkanje kadra in smrt pacientov ter soočanje s svojci preminulih pacientov. Najmanj stresa zdravstvenim delavcem povzroča izmensko delo, odnosi s sodelavci in odnosi z nadrejenimi.

Ključne besede: stres na delovnem mestu, izgorelost, zdravstveni delavci

Stress Related Burden and Burnout among Healthcare Workers at their Workplace

We live in a world for which is changing rapidly, therefore it is important to adapt fast in order to survive. There are many different factors that influence stress and how an individual responds to it; most often, these are physical and psychological factors. There are different physical responses to stress that vary from individual to individual. Known symptoms of stress are physical symptoms, emotional symptoms, mental and behavioral symptoms. If a person is exposed to a longer period of stress at the workplace, we can start talking about burnout. Stress and burnout in the workplace are nowadays a common phenomena in all organizations. Among healthcare workers, stress is felt even more intensive due to the manner and work requirements. Various authors in their studies point out that healthcare professionals are aware of the problem and harmfulness of stress, and are considering the ways to prevent the permanent presence of stress which can lead to burnout. The paper presents the presence of stress and burnout among healthcare workers in the Internal department of the General Hospital Novo mesto. We found out that the most common factors for stress are the lack of staff, patient death and meeting with relatives of the deceased. Shift work, relations with colleagues and relations with superiors are factors that cause the least amount of stress.

Key words: stress in the workplace, burnout, healthcare workers

Primenjivost teorije o radnoj motivaciji u zdravstvenim ustanovama

Motivacija je skup procesa koji podstiču, usmeravaju i održavaju ljudsko ponašanje prema nekom cilju. Pod motivom se najčešće podrazumeva element u spoljašnjoj sredini koji u osobi izaziva izvesnu akcionu tendenciju ili sama ta unutrašnja tendencija koja pokreće, usmerava, održava, menja ili zaustavlja ponašanje osobe. Kada ljudi rade zbog novca, poštuju pravila zbog zaprečene kazne ili zbog obećane nagrade, govorimo o motivatorima tj. spoljašnjim podsticajima. Međutim, ako smo »iznutra« pokrenuti da nešto uradimo, tada govorimo o unutrašnjoj motivaciji. Motivacija se može definisati i kao proces koji pojedinca usmerava ka ostvarenju određenih ciljeva, koji će zadovoljiti njegove individualne ali i organizacione potrebe. Menadžment velikog broja organizacija pa i zdravstvenih, nagrade izjednačuje sa motivacijom zaposlenih. U teškim ekonomskim uslovima, kada se sprovode programi smanjenja troškova i broja zaposlenih, održavanje motivacije postaje vrlo osetljiv »teren«. Upravo u takvim situacijama, menadžment mora odrediti šta zaposleni percipiraju kao najadekvatniju nagradu.

Ključne reči: motivacija, upravljanje, postignuće, nagrada

Applicability of the Work Motivation Theory in Healthcare Institutions

Motivation is a collection of processes influencing, directing and maintaining human behaviour with regards to a certain goal. The motivation most commonly implies an element in external environment, which provokes a certain action tendency; it may also imply such inner tendency alone, which initiates, directs, maintains, changes or stops the behaviour of a person. When people work for money and obey the rules due to the sanction or promised reward, we are talking about motivators, i.e. external stimuli. However, if we are "internally" provoked to do something, then we are talking about inner motivation. Motivation can also be defined as a process which directs a person towards achievement of certain goals, and which will satisfy their individual, as well as organizational needs. In a large number of organizations, including healthcare organizations, the management equates rewards with motivation of employees. In difficult economic conditions, when programmes of cost and employee number reduction are applied, maintaining motivation becomes a rather sensitive area. These are precisely the situations in which the management should determine what is perceived by the employees as the most adequate reward.

Key words: motivation, management, achievement, reward

Značaj digitalnog brendiranja u savremenom poslovnom okruženju

Profesor Ron Haurard kazao je da za proizvode brend predstavlja isto što i reputacija za ljude. Značenje pojma brend obuhvata sve vizuelne, funkcionalne i emocionalne elemente na osnovu kojih se stvara odnos između potrošača i proizvoda, odnosno organizacije. Ovaj pojam takođe obuhvata reputaciju proizvoda, garancije koje kompanija pruža, kao i vrednosti za koje se zalaže. U uslovima savremenog poslovanja proces brendiranja susreće se sa novim pravilima igre, koje diktira digitalna ekonomija. Od početka procesa digitalizacije 1982. godine statistički podaci beleže stalni porast korišćenja digitalnih tehnologija. Internet povezuje milijarde ljudi i organizacija širom sveta omogućavajući brze transfere informacija, koje ulaze u sve pore privrede i društva. Posmatrano iz aspekta marketinga, digitalna ekonomija, zasnovana na informacijama, ostvaruje veliki uticaj na brend menadžment i donosi na tržište novu vrstu brendova, tzv. digitalne brendove, koji menjaju paradigme poslovanja i razvijaju posebne odnose sa sve zahtevnijim potrošačima. Polazeći od značaja brendiranja, kao strateški važnog segmenta marketinga, ovaj rad ima za cilj da istraži ulogu digitalnih brendova u savremenom poslovnom okruženju.

Ključne reči: digitalno brendiranje, digitalna ekonomija, brend

The Role of Digital Branding in Contemporary Business Environment

Ron Howard, a professor at Stanford University, said that "a brand is to a product or service what a reputation is to a person." The term brand includes all the visual, functional and emotional elements which create a relationship between consumers and the product or organization. This term also includes the reputation of the product, guarantees that the company offers, as well as the values for which it stands. In the modern business environment branding process faces the new rules of the game dictated by the digital economy. Since the beginning of the digitalization process in 1982, statistics has showed a steady increase in the use of digital technologies. Internet connects billions of people and organizations around the world, allowing quick transfers of information, which are included in all aspects of the economy and society. From the marketing point of view, the digital economy based on the information has a great influence on brand management and brings a new type of brands to the market, the so-called digital brands that are changing the business paradigm and develop special relationships with demanding consumers. Having in mind the importance of branding, as a strategically important segment of marketing, this paper aims to research the role of digital brands in the modern business environment.

Key words: digital branding, digital economy, brand

Apsorpcijski kapacitet hrvatskih poduzeća

Apsorpcijski kapacitet poduzeća (ACAP) uvelike je prepoznat kao poveznica multidisciplinarnih znanstvenih područja kroz njihov interdisciplinarni karakter tehnološkog inovacijskog procesa. Inovativnost, pogotovo ako je provedena u okviru strukturiranog inovacijskog procesa, kao temeljni instrument uvelike doprinosi svrsi postizanja svepriznatog poslovnog cilja, a to je ostvarenje i održavanje dugoročne održive konkurentske prednosti. Iako se područje ACAP-a u svijetu intenzivno proučava više od dva desetljeća, to nije bio slučaj i s hrvatskim poduzećima, te se postavlja pitanje, kakvo je stanje apsorpcijskog kapaciteta u njima. Konkretnije, zanima nas koliko je apsorpcijski kapacitet sam po sebi prepoznat, obrađen i pritom operacionaliziran, bilo u formalnom ili u neformalnom obliku. Slijedom toga, ovaj rad namjerava istražiti, identificirati i sistematizirati dosadašnja saznanja koja su usmjerena na procjenu stanja apsorpcijskog kapaciteta hrvatskih poduzeća, te će se u tom smislu moći koristiti kao temelj budućih istraživanja s ciljem mjerenja, identifikacije i operacionalizacije elemenata ACAP-a.

Ključne riječi: apsorpcijski kapacitet, proces inoviranja, hrvatska poduzeća, konkurentska prednost

Absorption Capacity in Croatian Firms

Absorption capacity of firms (ACAP) is widely recognized as the connective tissue of multidisciplinary scientific disciplines throughout the interdisciplinary character of technology innovation process in firms. Innovativeness, particularly when performed systematically through the structured innovative process, is strongly contributing as one of the key driving force in achieving the ultimate business objective, which is achieving and maintaining the long-term sustainable competitive advantage. While in the world this discipline has been intensively studied for more than two decades, this was not a case with Croatian firms. Therefore the question arises: what is the state of absorption capacity in Croatian companies? More specifically, how much it is recognized, articulated, and ultimately operationalized in a formal or informal way. In this context, the paper intends to explore, identify and systematize the current level of the absorption capacity research and operationalization efforts related to Croatian companies, and consequently, to offer a foundation for future research focused towards measurement, identification and operationalization of ACAP elements.

Key words: absorption capacity, innovation process, Croatian companies, competitive advantage

Mag. Anton Vorina
Ekonomška šola Celje, Višja strokovna šola
Marina Stanojević
Univerza v Nišu, Ekonomska fakulteta
Jelena Stanojević
Univerza v Nišu, Prirodno-matematička fakulteta

Opredelitev in merjenje zavzetosti zaposlenih

V prispevku predstavljamo teoretična izhodišča o opredelitvi pojma zavzetosti zaposlenih. Na osnovi pregleda domače in tuje literature glede opredelitve zavzetosti zaposlenih, smo prišli do ugotovitve, da avtorji različno pojmujejo pojem zavzetost zaposlenih. Vsem avtorjem je skupno, da so zavzeti zaposleni tisti zaposleni, ki so fizično in čustveno povezani s cilji podjetja, delajo s strastjo in širijo pozitivno energijo med sodelavci. Predstavili bomo tudi vprašalnik UWES-9, ki je najpogosteje uporabljen vprašalnik za merjenje zavzetosti zaposlenih v znanstvenih revijah. Na osnovi faktorjske analize z uporabo metode glavnih komponent, smo ugotovili, da vprašalnik UWES-9 pojasni z enim faktorjem 65,67 % variance. Vprašalnik ima tudi zelo veliko zanesljivost merjenja, saj znaša Cronbach Alfa=0,932.

Ključne besede: zavzetost, zaposleni, faktorjska analiza

Defining and Measuring the Employee Engagement

In this paper we present the theoretical bases of defining the term employee engagement. Based on a review of domestic and foreign literature concerning the definition of employee engagement, we came to the conclusion that various authors identify the concept of employee engagement differently. All authors have in common that engaged employees are those employees who are physically and emotionally connected to the objectives of the company, working with passion and spreading positive energy among co-workers. We also present the UWES-9 questionnaire, which is the most widely used questionnaire for measuring employee engagement in scientific journals. Based on the factor analysis using the method of principal components, we have found out that the UWES-9 questionnaire explains 65.67% of the variance by one factor. The questionnaire also has a very high reliability of measurement, Cronbach alpha is 0.932.

Key words: engagement, employees, factor analysis

Pomen čustvene inteligence na delovnem mestu

Čustva in inteligenca sta dve ločeni sestavini našega uma, ki pa lahko v kombinaciji in s pravilno uporabo v podjetju prispevata k uspehu. Zelo pogosto se zgodi, da se pri pogovoru o čustveni inteligenci v poslovnem svetu pozablja na zaposlene, ki so najpomembnejši del poslovnega procesa, saj nanje čustvena inteligenca najbolj vpliva. Vsak zaposleni si želi opravljati svoje delo v prijetnem vzdušju in delovnem okolju. Vsak izmed nas se želi v družbi sodelavcev počutiti prijetno in je rad pohvaljen, kadar delo dobro opravi. Vsa ta čustva vplivajo na produktivnost zaposlenega, zato je zelo pomembno, da jih doživlja pozitivno. Če je vodja čustveno inteligenten, pomeni, da razume svoja čustva in čustva svojih zaposlenih ter jih uporablja tako, da pripomorejo k vedenju, ki je v korist podjetja. Z uporabo čustvene inteligence lahko vodja lažje motivira, spodbuja in nadzoruje zaposlene pri njihovem delu.

Ključne besede: čustva, čustvena inteligenca, zaposleni, delovno okolje

The Importance of Emotional Intelligence in the Workplace

Emotions and intelligence are two separate components of our mind, however, combined and correctly used in the company they can contribute to the success. When talking about emotional intelligence in the business world, it often occurs that the employees are forgotten, although they are the most important part of the business processes, and mostly influenced by the emotional intelligence. Every employee wants to perform their work in a pleasant atmosphere and working environment. Each of us wants to feel good among their co-workers and be praised when the job is done well. All these emotions affect the employee's productivity, therefore it is important that the experience is positive. If the leader is emotionally intelligent, it means they understand their own emotions as well as the feelings of their employees and use them to contribute to favourable behavior to the company. Using the emotional intelligence, the leader can motivate, encourage and supervise the employees' work more easily.

Key words: emotions, emotional intelligence, employee, workplace

Dr. Evgeniya Yazovskikh

Ural federal University named after the first President of Russia B. N. Yeltsin, Russia

Dr. Alexander Mokronosov

Russian State Vocational and Pedagogical University, Russia

A System of Management in Russian Federal Universities

Management is considered to be a science, art and activity aimed at mobilizing intellectual, material, financial and human resources for effective developing and functioning of any organization. Management in education possesses its own specific character, normality and regularity. Effectiveness of such management is based on coordinated functioning of educational establishments to provide qualitative education in terms of market economy, implementation of on-line education, and giving possibilities for students to choose the routes of education in terms of mobility. Today the improvement of management in education results from the "Program of University Development" that is specially worked out for Federal Universities in Russia providing a high level of educational processes, research and technological activities. According to the concept of Ministry of Education and Science of the Russian Federation, the main purpose of establishing such Universities is to develop the system of higher vocational education based on optimization of regional educational structures and to strengthen the connections between educational establishments of higher education and economic, social spheres of federal districts.

Key words: management, education, Federal University, program of development

Sistem menedžmenta na ruskih zveznih univerzah

Menedžment je pravzaprav znanost, umetnost in dejavnost, namenjena mobilizaciji intelektualnih, materialnih, finančnih in človeških virov za učinkovit razvoj in delovanje vseh organizacij. Menedžment v izobraževanju ima svoje posebne lastnosti, norme in pravila. Učinkovitost menedžmenta temelji na usklajenem delovanju izobraževalnih ustanov, da se zagotovi kakovostno izobraževanje v smislu tržnega gospodarstva, on-line izobraževanja in zagotavljanja možnosti študentom, da lahko izbirajo poti izobraževanja preko mobilnosti. Izboljšanje menedžmenta v izobraževanju izhaja iz »Programa za razvoj univerze«, ki je bil posebej izdelan za ruske zvezne univerze, in zagotavlja visoko raven izobraževalnih procesov, raziskovalnih in tehnoloških dejavnosti. Po konceptu Ministrstva za šolstvo in znanost Ruske federacije, je glavni namen ustanovitve univerz po tem programu razviti sistem višjega poklicnega izobraževanja, ki bo temeljil na optimizaciji regionalnih izobraževalnih struktur in okreplil vezi med izobraževalnimi ustanovami visokošolskega izobraževanja ter gospodarskimi in socialnimi področji v zveznih okrožjih.

Ključne besede: menedžment, izobraževanje, zvezne univerze, razvojni program

Ekonomski migranti v 19. in 20. stoletju

Globalizacija je proces, ki se odvija že od nekdaj in ima vpliv ter posledice na vse ljudi. Zajema kulturno, družbeno, politično in ekonomsko življenje. Širjenje globalizacije omogočajo ekonomski dejavniki, interesi velikih subjektov, multinacionalnih podjetij, ki se širijo in s tem iščejo nova tržišča. Države so lahko izvor migracij, prehodni cilji potovanja ali mesto priselitve. Poznamo izseljevanje oziroma emigracijo in priseljevanje oziroma imigracijo. Globalizacija omogoča mobilnost delavcev, da se iz slabše ekonomsko razvitih območjih preselijo v države, ki so bolj razvite. Namen prispevka je predstaviti ekonomske migrante in analizirati družbene ekonomske pogoje ter njihove različne pojavne oblike.

Ključne besede: globalizacija, ekonomski migranti

Economic Migrants in the 19th and 20th Century

Globalization is a process that has been constantly present and has an impact and consequences on all people. It covers cultural, social, political and economic life. For globalization to expand, a large contribution of economic factors and interests of large entities is needed, i.e. multinational companies, which are expanding and thus seeking new markets. Countries can be a source of migration, transition destination or a place of immigration. We distinguish between emigration and immigration. Globalization enables the mobility of workers, so they are able to relocate from less economically developed areas to areas which are more developed. The purpose of this paper is to present economic migrants and to analyze the socio-economic conditions and their various forms.

Key words: globalization, economic migrants

Organization's activities Adaptive and Situational Management Mechanism Formation

Modern economic conditions are characterized by the dynamism and considerable level of uncertainty. In these conditions the efficiency of administrative decision making comes out on top. One of the organization's management improvement tendencies in the modern conditions is the practice of the perspective administrative technologies, innovative models and concepts expansion. These techniques have proved their efficiency in various structures and areas. One of the methods is the management by the result, i.e. the adaptive and situational management. The author offers the managing action formation on the basis of the economic-mathematical model of activity of the organization. The definition, assessment and realization of the management trajectory by the result according to the principle of "flexible" management is given. The basis of the offered approach is the technique of the adaptive trajectories tube borders formation and assessment. The trajectory of the demanded result achievement allows carrying out the adoption of the administrative decision in time and taking into account a degree of an admissible risk.

Key words: economic conditions, administrative technologies, management trajectory, adaptive management, trajectories tube

Oblikovanje mehanizma za prilagodljivi in situacijski menedžment glede na dejavnost podjetja

Sodobne gospodarske razmere so označene kot dinamične in prinašajo precejšnje stopnjo negotovosti. V takšnih pogojih se učinkovitost odločanja pri upravljanju najbolj pokaže. Eden od trendov izboljševanja menedžmenta organizacije v sodobnih razmerah je praksa uporabe naprednih upravnih tehnologij, inovativnih modelov in širitve konceptov. Navedene tehnike so dokazale svojo učinkovitost v različnih strukturah in območjih. Ena od metod je menedžment na podlagi rezultatov oz. "prilagodljivi" in situacijski menedžment. Prispevek ponuja oblikovanje upravljanja na podlagi ekonomsko-matematičnega modela dejavnosti organizacije. Podana je opredelitev, ocena in realizacija poti upravljanja na podlagi rezultata po načelu »prilagodljivega« menedžmenta. Ponujen pristop temelji na tehniki izdelovanja in ocenjevanja t.i. »adaptive trajectories tube borders«. Pot do doseganja zastavljenega cilja dovoljuje sprejemanje odločitev v ustreznem času z upoštevanjem določene dopustne stopnje tveganja.

Ključne besede: gospodarske razmere, upravne tehnologije, poti menedžmenta, prilagodljivi menedžment, »trajectories tube«

Spodbujanje zaposlenih z dejavniki, vezanimi na spremljanje dela

Pozitivno spodbujanje k uspešnemu opravljanju dela zaposlenih z dejavniki, vezanimi na spremljanje, merjenje, vrednotenje in diagnosticiranje kakovosti dela zaposlenih, so ključni za doseganje primarnega cilja organizacije. Zaposleni morajo razumeti cilje in pričakovanja organizacije, zato se od zaposlenih zahteva tudi odgovornosti. Zavedati se morajo ali so izpolnili pričakovanja in še pomembneje je, da vejo, če jih niso. Merjenje učinkovitosti in uspešnosti zaposlenih je v interesu vseh deležnikov. Uspešnost je treba meriti. Organizacije se tako lahko primerjajo s tekmeci v isti panogi, ugotavljajo tržno moč, uspešnost prodaje, konkurenčnost, analizirajo in ugotavljajo pretekla poslovanja ter napovedujejo uspešnost v prihodnosti. Menedžment mora biti dosleden pri merjenju dela zaposlenih in njihovem nagrajevanju, s tem bodo zaposleni motivirani za opravljanje dela po svojih najboljših močeh.

Ključne besede: zaposleni, uspešnost, merjenje

Encouraging Employees with Factors Linked to Work Monitoring

Positively promoting the successful performance of employees' work by factors, which are linked to monitoring, measurement, evaluation and diagnosis of quality of work, are key to achieving the primary objective of the organization. Employees need to understand the goals and expectations, therefore responsibility is required from them. They should be aware whether they meet the expectations and more importantly, to know if they do not. Measuring effectiveness and efficiency of employees is in the interest of all stakeholders and should be measured. Organizations can thus be compared with competitors in the same industry, determining market power, sales performance, competitiveness, analyzing and determining past performances and predicting performances in the future. Management must be consistent in evaluating the employees' work and their remuneration, as this will motivate employees to perform work at their best.

Key words: employees, effectiveness, measurement

Vesna Zupančič
Fakulteta za zdravstvene vede Novo mesto
Liljana Gajser Dvojmoč
Splošna bolnišnica Novo mesto
Dr. Bojana Filej
Fakulteta za zdravstvene vede Novo mesto

Razvoj odgovornosti za zdravje kot izziv globalizacije

Skrb za zdravje je pomembna biopolitična tema v sodobnem globalnem svetu. Zdravje se obravnava iz vidika individualne in družbene odgovornosti za zdravje. Pojavlja se vprašanje ustreznosti izvajanja manjših akcij/raziskav v prizadevanjih za delovanje na področju skrbi za zdravje. Na podlagi namensko razvitega anketnega vprašalnika je bilo izvedeno anketiranje med udeleženci manjše akcije ob Svetovnem dnevu zdravja. V raziskavo se je vključilo 172 oseb, od tega je bilo 144 študentov. Rezultati antropometričnih meritev, meritev vitalnih funkcij, samoocene prehranjevalnih navad, življenjskega sloga in načinov preživljanja prostega časa ter soočanja s stresom in skrbjo za duševno zdravje ter prisotnosti razvad in zdravstvenih težav razkriva prisotnost dejavnikov tveganja za zdravje in resna odstopanja študentov od zdravega življenjskega sloga in zdravja. Izvajanje manjših akcij/raziskav v prizadevanjih na področju skrbi za zdravje je smiselno, čeprav rezultate ni možno v celoti ovrednotiti ali posplošiti. Skrb za zdravje študentov in bodočih izvajalcev skrbi za zdravje mora postati tudi izziv politike. Razvoj zdravega življenjskega sloga in odgovornosti za lastno zdravje se ne sme ustaviti s polnoletnostjo.

Ključne besede: zdravje, integrirana skrb, promocija zdravja, odgovornost, študentje, zdravstvena nega

Developing Health Responsibility as a Globalisation Challenge

Caring for one's health is an important biopolitical theme in the modern global world. However, there is an issue of adequate implementation of smaller campaigns/research trying to operate in the field of health care. On the basis of a purpose-based questionnaire, we carried out a survey among participants of a smaller event, organised on the World Health Day. 172 persons participated in the research, of whom 144 were students. Results of the anthropometric measurements, measurements of vital functions, self-reported dietary habits, lifestyle and leisure habits, as well as stress management routines and taking care of one's own mental health, including bad habits and health problems, reveal the presence of health risk factors and serious deviations of students from healthy lifestyles and health in general. Performing smaller campaigns/research and trying to implement the care for one's health is appropriate, even though the results may not be fully valued or generalized. Care for the health of students and future health promoters has to become a challenge for the politics as well. Development of healthy lifestyle and responsibility for one's own health should not stop when reaching the adulthood.

Key words: health, integrated care, health promotion, responsibility, students, nursing care

Sponzorji / Sponsors

CPV inženiring, d.o.o., Novo mesto



Delo d.o.o., Ljubljana

DELO

Občina Trebnje





DELO E » » I S P R E S S

VSE, KAR MORATE VEDETI

Dostopno v trgovini
App Store

ANDROID APLIKACIJA DOSTOPNA V
Google play

Delo d.o.o., Dunajska 5, 1509 Ljubljana

**ZADNJE NOVICE VAS
DOSEŽEJO POVSOD.
DVAKRAT NA DAN.**

ZA 1,99 EVRA NA MESEC.

VEČ INFORMACIJ IN NAKUP DOSTOPA
NA WWW.DELO.SI/EKSPRES

Udeležencem mednarodne
znanstvene konference **podarjamo**
enomesečni BREZPLAČNI DOSTOP
do aplikacije Delo Ekspres.

Koda za aktivacijo:

DEMZKAPR16

Veljavnost kode do 15. 5. 2016

* Naročniki digitalnega paketa Delo, ki so naročeni mesec dni ali več,
imajo Delo Ekspres že vključen v svoj paket.

44. TEDEN cvička

Trebnje 6. - 8. maj 2016

Zveza društev
vinogradnikov Dolenjske
VTD Čatež pod Zaplazom
DV "Lisec" Dobrič
DV Trebnje

- 22. 4. 2016 Srečanje vinogradniških pevskih zborov v KD Trebnje
(Vinogradniški pevski zbor Čatež)
- 4. 5. 2016 Predstavitve zbornika 44. Tedna cvička v
Galeriji likovnih samorastnikov Trebnje

TRIDNEVNA OSREDNJA PRIREDITEV

Petek, 6. 5. 2016

- o od 17.00 povorka vinogradniških društev Dolenjske
- o svečana otvoritev 44. Tedna cvička
- o razglasitev Kralja cvička
- o razglasitev Ambasadorja cvička
- o zabavni program z ansambлом POGUM

Sobota, 7. 5. 2016

- o 10.00 Tematska okrogla miza (CIK Trebnje)
- o od 18.00 sprejem Slovenske Vinske kraljice in aktualnih lokalnih vinskih kraljic Slovenije pri županu Občine Trebnje in predsedniku ZDVD
- o zabavni program z ansambлом MODRIJANI
- o Izvolitev 18. cvičkove princese
- o predstavitev lokalnih vinskih kraljic Slovenije
- o pozdrav aktualne vinske kraljice Slovenije

Nedelja, 8. 5. 2016

- o 14.00 Skupščina ZDVD (predavalnica, CIK Trebnje)
- o 14.00-17.00 Nastopi glasbenih skupin vinogradniških društev
- o 14.30-15.00 prihod Cvičkovega vlaka in sprejem s presenečenjem
- o podelitev priznanj – velika zlata medalja in prvak cvička
- o zabavni program z ansambлом ZIDANIŠKI KVINTET

VES ČAS PRIREDITVE: DEGUSTACIJA NAGRAJENIH VIN NA GOLIEVEM TRGU 7.

SPREMLJAJOČE PRIREDITVE

- 7. 5. 2016 Pohod po Slakovi poti (DV Trška Gora)
- 20. 5. 2016 Mali festival modre frankinje in odprta grajska kuhna v Sevnici
- 26./27. 5. 2016 Praznik vina, kruha in suhega sadja v Kostanjevici na Krki (DV Kostanjevica na Krki)
- 6., 7. in 8. 5. 2016 NAMIG ZA PREMIK - Možnost prostih ogledov znamenitosti
- 9. 6. 2016 Festival Modre frankinje (Grad Sevnica)

Spremljajte nas na www.zdvd.si, www.facebook.com/tedencvicka/ in
www.facebook.com/obcina.trebnje/.