

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

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Povzetki / *Abstracts*

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Liderske kompetencije i profesionalni razvoj direktora škole u Srbiji

Liderstvo predstavlja koncept koji, iako postoji hiljadama godina, poslednjih par decenija zauzima sve značajnije mesto u menadžment teoriji. Uviđa se njegov presudni značaj u svim sferama ljudskog rada, pa i u obrazovanju. Liderstvo je u kontekstu savremene, inovativne škole fokusirano na razvoj ljudskih potencijala, samoaktualizaciju, (samo)učenje, (samo)obrazovanje, ostvarivanje sopstvenih potencijala, ali i na interaktivni, socijalni proces sa elementima ugrađenim u situaciju i saradnike. Cilj istraživanja je utvrđivanje prisutnosti liderskih karakteristika i veština kod direktora u školama u Srbiji. U radu su primenjene tehnike anketiranja i skaliranja, instrumenti u vidu upitnika i skala stavova. Populaciju istraživanja činile su osnovne i srednje škole na teritoriji Srbije (Vojvodina), dok je istraživački uzorak obuhvatio 43 respondenata koje su činili direktori, zamenici direktora. Dobijeni podaci obrađeni u statističkom SPSS paketu (deskriptivna analiza, faktorski skorovi na ekstrahovanim Promax dimenzijama, mere lineame i multiple korelacije, diskriminativne analize) ukazuju na nedovoljno izražene liderske osobine zaposlenih u obrazovnim ustanovama Srbije.

Ključne reči: lične osobine, liderstvo, direktori, škola, Srbija

Competencies of a Leadership and Professional Development of the School Principal in Serbia

Competencies of a leader play a central role in the work and management of a company. Therefore, the lifelong learning, as the leading educational principle, requires a new approach to education, instruction, training, professional growth and development, as well as to education and upbringing in general. An essential issue analysed in this paper is the following: What is the role of the school principal in the educational institutions in all the social turmoil, applying to both essential and existential changes? In this study, the survey technique was used. The survey was conducted in 2011 on a sample of 43 principals in Serbian primary and secondary schools. The school principals expressed extraversion, moderate agreeableness and conscientiousness, and neuroticism and openness on the border of moderate and significant expressiveness. This study shows that all the five personality traits - presented significantly or on the borderline of significant and moderate severity - which suggests that personality testing makes sense and that there is a connection between personality psychology and leadership potential. Furthermore, it is important to know that the personality traits present in Serbian principals are required for leaders in a dynamic environment.

Key words: personality traits, leadership, principals, schools, Serbia

Mobing na delovnem mestu

O mobingu se v zadnjih letih veliko govori. Beseda v grobem pomeni čustveno in psihično nasilje na delovnem mestu, ki pa se odraža na različne načine. Dolgotrajna prisotnost mobinga sčasoma pripelje do negativnih vplivov na posameznika, ki je mobingu izpostavljen, pa tudi na organizacijo, kjer je zaposlen ter posledično na celotno družbo. Poznamo različne vrste, faze in oblike mobinga. Da lahko neko dogajanje označimo za mobing, moramo pojav dobro poznati, prepoznati prve znake nasilja na delovnem mestu, vedeti, kateri so morebitni vzroki za nastanek teh pojavov in poznati tudi načine njegovega preprečevanja. Najpogostejši vzroki zanj so nesposobnost reševanja konfliktov v prvi fazi nastanka, slaba organizacija dela, slabo vodenje in osebni motivi. Medicinske sestre so poklicna skupina, ki sodijo v sam vrh glede trpinčenja na delovnem mestu. Zaradi narave dela, ki zahteva visoko stopnjo koncentracije, višje zahteve delavca in višje zahteve delovnega mesta, se mobing v teh krogih pojavlja pogosteje kot drugje.

Ključne besede: mobing, delovna mesta, povzročitelji mobinga, medicinske sestre

Mobbing in the Workplace

Mobbing has become a popular topic in recent years. The word roughly means emotional and psychological abuse in the workplace, which can be manifested in various ways. A long-term presence of mobbing can over time lead to negative effects both on the individual who is experiencing mobbing and on the organisation where they are employed, and furthermore, on the society in which we live. There are various types, phases and forms of mobbing. To be able to classify a certain behaviour as mobbing we have to have a clear grasp on the concept of what mobbing is, recognise and identify the first signs of violence in the workplace, know what the possible reasons for the occurrence of these issues are, and be familiar with some methods of how to prevent mobbing. The most common causes of mobbing are an inability to resolve conflicts in their initial phases, poor organisation of work, bad management and personal motives. A medical nurse is an occupation which is listed right at the top of the list of maltreatment at work. Due to the nature of the work, which requires a high level of concentration, tough demands on the worker and on their job position, mobbing occurs in this field more than in others.

Key words: mobbing in the workplace, causes of mobbing, measures when mobbing occurs, mobbing perpetrators, medical nurses

Unapređenje privrednog ambijenta u funkciji podizanja nacionalne konkurentnosti

Održanje i unapređenje nacionalne konkurentnosti danas zauzima visoko mesto u rangu prioriteta ekonomske politike svih zemalja. Ovom problemu se i ranije pridavala pažnja, međutim on dobio na značaju u poslednje dve decenije kao odgovor na globalizaciju ekonomske aktivnosti, brze tehnološke promene i sve veću liberalizaciju tokova trgovine i investicija. Podizanje konkurentne sposobnosti srpske privrede predstavlja dugoročan i, u suštini, strukturni problem, višedimenzionalnog karaktera. Sve analize potvrđuju da je nizak nivo nacionalne konkurentnosti posledica niske ekonomske i tehnološke konkurentnosti, ali i ugrađenih slabosti i nedelotvornosti ekonomske politike u ostvarivanju zadovoljavajućeg nivoa konkurentnosti srpske privrede. Šta više, usporavanjem privrednog rasta pod uticajem svetske krize postalo je jasno da je neophodna korenita promena koncepcije razvoja kako bi ovaj značajan strateški cilj postao realno ostvarljiv. Cilj ovog rada je da analizom konkurentne pozicije Srbije doprinese jasnijem razumevanju konkurentskih prednosti i nedostataka, kao i da ukaže na značaj kreiranja povoljnog privrednog ambijenta radi ostvarivanja većeg priliva stranih direktnih investicija kao determinante rasta i unapređenja konkurentne sposobnosti srpske privrede.

Ključne reči: globalizacija, Srbija, nacionalna konkurentnost, privredni ambijent, strane direktne investicije

Improvement of the Economic Environment in Function of Increasing National Competitiveness

Nowdays, sustainability and improvement of national competitiveness take a high position in the range of priorities of economic policy of all the countries. This problem was addressed in the past, but it has become increasingly significant in the last two decades, as a response to the globalisation of economic activity, rapid technological changes, and increasing liberalisation of trade flows and investments. The increase of competitive capability of the Serbian economy presents a long-term, and in fact, a structural problem of multi-dimensional character. All the analyses confirm that a low level of national competitiveness is the result of low economic and technological competitiveness, as well as implemented weaknesses and ineffectiveness of the economic policy in achieving a sufficient level of competitiveness of the Serbian economy. Moreover, the slowing down of economic growth due to the effect of the global crisis has made it clear that it is necessary to make a radical change to the concept of development in order to achieve this significant strategic goal. The goal of this paper is to contribute to a clear understanding of advantages and disadvantages, as well as to point out the significance of creating a favourable economic environment to realise a considerable inflow of foreign direct investments as determinants of growth and improvement of competitive capability of the Serbian economy.

Key words: globalisation, Serbia, national competitiveness, economic environment, foreign direct investment

Pravnoorganizacijske oblike poslovnih subjektov v Sloveniji od 1994 do 2013

Agencija za javnopravne evidence in storitve vodi poslovni register kot osrednjo evidenco vseh poslovnih subjektov, ki se v Sloveniji ukvarjajo s pridobitno ali nepridobitno dejavnostjo. Medtem ko organizacijske oblike poslovnih subjektov določa korporacijska zakonodaja (na primer Zakon o gospodarskih družbah), je odločitev o ustanovitvi ali prenehanju poslovnega subjekta odvisna od trenutne faze v gospodarskem ciklu (konjunktura ali recesija). Na izbiro organizacijske oblike poslovnega subjekta pa vplivajo tudi davčna in širša gospodarska politika, obveščenost in znanje ustanoviteljev ter njihovih svetovalcev, javna podoba posameznih organizacijskih modelov in preference ustanoviteljev. Prispevek analizira spremembe v strukturi poslovnih subjektov v zadnjih dveh desetletjih v Sloveniji po njihovih pravnoorganizacijskih oblikah, od podjetnikov posameznikov do pravnih oseb, ki jih lahko razvrščamo na zasebnopravne in javnopravne.

Ključne besede: poslovni subjekti, pravnoorganizacijske oblike, Slovenija

Legal forms of Business Entities in Slovenia from 1994 to 2013

The Agency of the Republic of Slovenia for Public Legal Records and Related Services (AJPES) manages the Slovene Business Register as a central public database on all business entities located in Slovenia which performs profitable or non-profitable activities. Whereas the legal forms of business entities are laid down by the corporate legislation (the Companies Act, for example), the decision to establish or wind up a business entity depends to a great extent on the current phase of the trade cycle (economic conjuncture or recession). The choice of a legal form for business entity is influenced by the fiscal and wider economic policy, the information and knowledge of founders and their advisers, the public image of various organisational models and individual preferences of founders. The paper analyses the changing structure of registered business entities with regard to their legal form, ranging from individual entrepreneurs to legal persons, which may be classified either as private or public, in the last two decades in Slovenia.

Key words: legal forms of business entities, Slovenia

Učenje štirih veščin tujega jezika na drugačen način

Angleščine kot univerzalni jezik sporazumevanja predstavlja enega najpomembnejših predmetov v evropskem prostoru, zlasti v času globalizacije. Z njo se srečamo že v osnovni in srednji šoli, kasneje pa tudi na visokošolski stopnji v obliki strokovne angleščine. Pri poučevanju tujega jezika morajo učitelji upoštevati vse štiri veščine: pisanje, branje, poslušanje in govorjenjem. Kljub temu, da so vse enako pomembne, se zadnjih 15 let pojavlja trend, ki poudarja predvsem govor in poslušanje. Glavni dejavniki, ki so vplivali na ta razvoj, so uvajanje inovativnih metod poučevanja, ki temeljijo na novem znanju o jeziku, poučevanju na podlagi konteksta in integriranem pristopu pri razvijanju štirih jezikovnih veščin. V skladu s to prakso je bila izvedena raziskava, ki je pokazala, kako se na te trende odzivajo dijaki in študenti ter kako se z drugačnimi pristopi soočajo učitelji. V raziskavi je sodelovalo sedem evropskih držav, ki so pripravile enoten model učne enote s poudarkom na govoru in poslušanju. Po učni enoti so učenci rešili enotno oblikovan test ter izpolnili vprašalnik, ki se je nanašal na njihovo subjektivno dožemanje drugačnega načina poučevanja. Raziskava je pokazala, da kljub razlikam med državami in njihovimi kulturami, se večina učiteljev sooča s podobno težavo: kako pri dijakih in študentih razviti ti dve veščini.

Ključne besede: angleščina, poučevanje, učenje, veščine, inovativne metode

Learning the Four Skills in Foreign Language in a Different Way

As the universal language of communication, the English language presents one of the most important subjects in the European area, especially in times of globalisation. We already learn general English in primary and secondary school and later at the higher education level in the form of professional English. In teaching a foreign language, teachers should consider all the four skills: writing, reading, listening and speaking. Despite the fact that they all are equally important, there have been trends towards stressing the importance of speaking and listening for the last 15 years. The main factors that have influenced this development are the introduction of new, innovative teaching methods based on new knowledge about the language, context-based teaching and an integrated approach to developing the four language skills. In accordance with this practice, a research study was conducted, showing how pupils and students respond to these trends and how teachers deal with the different approaches. The research included seven European countries that prepared a uniform model of a teaching unit with emphasis on speaking and listening. After the activities, the students took a uniform test and completed a questionnaire that referred to their subjective opinion regarding the different way of teaching. Despite considerable differences among the countries and their cultures, the research has shown that the majority of teachers face the same problem: how to develop the aforementioned skills in students.

Key words: English, teaching, learning, skills, innovative methods

Interkulturalna kompetentnost menadžera i poslovanje na globalnom tržištu

Obilježen globalizacijskim procesima, svijet novoga doba suočava se s ubrzanim protokom informacija, kapitala, usluga, proizvoda i ljudi te novim društvenim, političkim i gospodarskim odnosima. Globalizacija gospodarstva kao temelj procesa koji za sobom povlači sve ostale oblike globalizacije snažno utječe na nezaustavljiv porast trgovine i investiranja, povećane financijske tokove te stvaranje globalnog svjetskog tržišta. U uvjetima dinamičnih globalnih promjena suvremeni menadžment se nalazi pred novim izazovima koji u središte pozornosti stavljaju novog – suvremenog menadžera čije se vještine kreću u rasponu od općih konceptualnih i tehničkih znanja, preko interpersonalnih i komunikacijskih vještina ophođenja s ljudima različitih kultura, svjetonazora i vrijednosnih sustava, do specifičnih vještina upravljanja promjenama. Interkulturalni pristup menadžmentu podupire interkulturalnu komunikaciju usmjerenu na postizanje učinkovitog poslovanja na globalnom tržištu, pri čemu se interkulturalna kompetentnost menadžera smatra jednom od osnovnih pretpostavki poslovnog uspjeha na globalnom kulturno – pluralnom tržištu.

Ključne besede: globalizacijski procesi, poslovanje na globalnom tržištu, interkulturalna komunikacija, interkulturalna kompetentnost menadžera

Intercultural Competence of Managers and Business in the Global Market

Marked by the globalisation process of the new age, the world is facing a rapid flow of information, capital, services, products and people, as well as new social, political, and economic relations. Globalisation of the economy as the foundation of a process that entails all other forms of globalisation strongly influences the unstoppable rise of trade and investment, increased financial flows and creating a global world market. In terms of dynamic contemporary global changes, the management is facing new challenges, which put a new – modern manager in the spotlight, whose skills range from general conceptual and technical knowledge, through interpersonal and communication skills dealing with people of different cultures, beliefs and value systems, to specific skills of change management. The intercultural management approach supports intercultural communication aimed at achieving efficient business in the global market, where the intercultural competence of managers is considered one of the basic assumptions of business success in the global cultural – plural market.

Key words: globalisation processes, business in the global market, intercultural communication, intercultural competence manager

Vpliv načina vodenja na zadovoljstvo zaposlenih v javnem zavodu

Preučevanje vodenja je bilo vedno zelo zanimivo in aktualno področje. V praksi poznamo vodje z različnimi pristopi in načini vodenja. Vsak izmed teh ima svoje prednosti in slabosti, prav vsi pa težijo k obvladovanju organizacije za učinkovito in uspešno doseganje njenih smotrov, ki so v skladu s smotri ustanoviteljev organizacije. Trdimo lahko, da različni načini vodenja v splošnem vplivajo na zadovoljstvo in delavno uspešnost v vsaki organizaciji. Če se omejimo na javne zavode, kjer država s svojo zakonodajo in drugimi zakonskimi akti ureja vse faze menedžmenta, je sposobnost oziroma prefinjen občutek za sodelavce in zaposlene ključen za uspeh. Nezadovoljni in nemotivirani zaposleni delajo manj in delo opravljajo slabše. Namen prispevka je s pomočjo kvantitativne empirične raziskave ugotoviti, ali vodenje vpliva na zadovoljstvo in motivacijo zaposlenih v javnem zavodu. Vodenje namreč ne pomeni več le ukazovanja, temveč se vedno bolj približuje motiviranju zaposlenih, ki je eden ključnih dejavnikov za doseganje dobrih ekonomskih rezultatov podjetja.

Ključne besede: vodenje, zadovoljstvo zaposlenih, javni zavodi

The Influence of Leadership Styles on Employee Satisfaction in Public Institutions

The study of leadership has always been a very interesting and topical field. In practice, there are company leaders who have various approaches and styles of leadership. Each style and approach has its advantages and disadvantages, and all of them deal with managing organisations efficiently and effectively to achieve its objectives, which are in line with the aims of the founders of the organisation. It can be argued that different modes of governance generally affect satisfaction and success in any organisation. If we limit ourselves to public institutions, where the state adopted legislation and other laws to regulate virtually all the phases of management, the ability and a sophisticated feel for staff and employees are the key to success. Unhappy and unmotivated employees work less, and consequently, their performance is poor. By using quantitative empirical research, the purpose of this paper is to determine whether the management can influence the satisfaction and motivation of employees in a public institution. Leadership is no longer just a command. Instead, it much more addresses the motivation of employees, which is one of the key factors for achieving good economic results of the company.

Key words: management, employee satisfaction, public institution

Karierne kompetence, ključ do uspešne karierne poti

Pogled na sistem razvoja kadrov v organizaciji se je v zadnjih desetletjih bistveno spremenil. Hiter ekonomski in tehnološki razvoj s svojimi smernicami zahteva tudi ustrezne spremembe tudi na tem področju. Pojem tradicionalne kariere se umika sodobnim konceptom kariere, kjer je odgovornost za njen razvoj odraz fleksibilnosti posameznika. Načrtovanje kariere je proces, kjer se posameznik odloči za svojo poklicno pot, njen potek in razvoj. Sprememba v smeri individualizacije karierne poti odpira vprašanje, zakaj in na kakšen način so nekateri pri tem uspešni, drugi pa ne. Odgovor lahko iščemo v pojmu karierne kompetence. Od vsakega posameznika se namreč pričakuje nenehno prilagajanje in pridobivanje novih kompetenc in znanja za uspešno začrtano delovno karierno pot. Namen prispevka je analizirati vsebino kariernih kompetenc posameznikov v delovno aktivni dobi ob opori na teorijo inteligentne kariere. Predstavljena bo analiza podatkov kvantitativne empirične raziskave.

Ključne besede: karierne kompetence, karierni menedžment, sodobni koncepti kariere, inteligentna kariera

Career Competencies – the Key to a Successful Career

The understanding of the system of personnel development within an organisation has changed significantly in recent decades. The rapid economic and technological development and its guidelines require the changes corresponding to the system of human resource development within the organisation. The concept of a traditional career is prevailed by the modern concept of career where the responsibility for career development reflects the flexibility of an individual. Career planning is a process where an individual decides on their career path, its progress and development. A change in the direction of the individualisation of the career raises the question of why and how some people are successful in achieving that goal and others are not. The answer lies in the concept of career competencies. Since each individual is expected to constantly adapt and acquire new skills and knowledge in order to successfully plan their career. The purpose of this paper is to analyse the content of career competencies of individuals during their working age, relying on the theory of intelligent career. The data analysis of quantitative empirical research is presented.

Key words: career competencies, career management, modern career concepts, intelligent career

Organizacijske vrijednosti kao čimbenik djelotvornosti u javnoj upravi

U radu dominira koncept organizacijskih vrijednosti kao čimbenik djelotvornosti suvremenih organizacija. Istraživanja na temu organizacijskih vrijednosti nisu novost u svjetskoj znanstvenoj praksi, no ona su ipak češća u gospodarskim organizacijama. Ova istraživanja rijetka su kod nas u Republici Hrvatskoj, a osobito takva istraživanja nisu poznata u sustavu javne uprave. U ovom radu iznose se rezultati istraživanja organizacijskih vrijednosti u javnoj upravi najistočnije regije Republike Hrvatske. U strukturi ispitanika su i javni i državni službenici, s obzirom na to da je Hrvatska državna uprava i teritorijalno organizirana. Koncept organizacijskih vrijednosti autori motre u kontekstu djelotvornosti javne uprave (mjereno zadovoljstvom korisnika javne uprave). Osnovne grupe organizacijskih vrijednosti koje dominiraju u javnoj upravi promatrane Regije utvrđene su primjenom faktorske analize. Rezultati istraživanja ukazuju da organizacijske vrijednosti utječu na djelotvornost te javne uprave. Istraživanjem stoga nije zadovoljena samo znanstvena spoznaja, već ono predstavlja i odgovor na pitanje kako povećati djelotvornost u konkretnim upravnim organizacijama jedinica državne i lokalne uprave.

Ključne riječi: organizacijske vrijednosti, djelotvornost organizacije, javna uprava

Organisational Values as Effectiveness Factor in Public Administration

The concept of organisational values, such as the effectiveness factor in modern organisations, dominates in this paper. Researches on the topic of organisational values are not new in international scientific practice, but they are more frequent in business organisations. These studies are rare in Croatia, and especially are not known within the public administration. This paper presents the research results of organisational values in public administration of the easternmost region of Croatia. The structure of the respondents contains both public and civil servants, given the fact that the Croatian public administration is also territorially organised. The authors consider the concept of organisational values in the context of public administration effectiveness (measured by the satisfaction of users of public administration). The key groups of organisational values that dominate in the public administration of the observed region were determined using factor analysis. Research results suggest that organisational values influence public administration effectiveness. The study therefore does not meet only the scientific comprehension, but is also the answer to the question how to increase the effectiveness of specific administrative organisational units of public and local administration.

Key words: organisational values, organisational effectiveness, public administration

Moralne vrednote v javnem sektorju

Javna uprava igra zelo pomembno vlogo v življenju vsakega posameznika, saj posega na vsa področja človekovega delovanja. Z njo se srečujemo vsakodnevno, v najrazličnejših položajih in vlogah. Lahko jo srečujemo kot posamezniki, državljani, stranke ali pa kot udeleženci najrazličnejših organizacij in skupnosti. Prav zato je pomembno, kakšno vedenje imajo javni uslužbenci v njej in kako delujejo v okviru svojih pristojnosti, ko gre za javni interes oziroma za koristi družbe. Poleg strokovnega znanja je pomembno predvsem to, da se javni uslužbenci ravna po moralnih in etičnih kriterijih svoje stroke. V praksi smo na eni strani vpeti v predpisane norme, ki praviloma temeljijo na kodifikaciji tistega, kar je dovoljeno, na drugi strani pa se pogosto znajdemo v situacijah, ki so prerasle predpise in v katerih so norme postale toge in neživljenjske. Spoštovanje etičnih pravil in moralnih načel prispeva h krepitvi zaupanja v upravno organizacijo, ohranitvi ali povečanju njenega ugleda.

Ključne besede: moralne vrednote, etična načela, javni uslužbenci, etični kodeks

Moral Values in the Public Sector

Public administration plays a very important role in the life of each individual as it impinges on all areas of human activity. We are being faced with public administration on a daily basis, playing various roles, such as individuals, citizens, clients, or as participants in a variety of organisations and communities. Consequently, it matters what kind of behaviour public employees demonstrate and how they operate within the framework of their competencies when it comes to the public interest or the benefits of society. In addition to having the necessary expertise, it is primarily important for public employees to act upon the moral and ethical criteria of their profession. However, in practice we are, on the one hand, bound by the prescribed norms of what is permitted, and on the other hand, we often find ourselves in situations in which rules and norms have become rigid and unpractical. Respecting ethical and moral principles contributes to the strengthening of confidence in the public administration, which maintains or increases its reputation.

Key words: moral values, ethical principles, public employee, code of ethics

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Analiza utjecaja prijedloga norme ISO 9001:2015 na HRM sustav

Norma ISO 9001:2008 definira zahtjeve vezane uz resurse koji su potrebni i nužni nekoj organizaciji. Ljudski resursi unutar organizacije te njihova znanja i kompetencije su svakako jedan od najvažnijih resursa svake organizacije. Za uspješno dostizanje organizacijskih ciljeva nužno je zapošljavati i zadržavati najbolje kadrove, ali i upravljati njihovim kompetencijama. U organizacijama koje imaju implementiran sustav upravljanja kvalitetom prema normi ISO 9001:2008 upravljanje ljudskim resursima opisuje se u jednoj ili nizu pisanih radnih procedura, ovisno o kompleksnosti i veličini organizacije. Činjenica je da se upravljanje karijerom obavezno mora nedvosmisleno utvrditi i dokumentirati samo u onim organizacijama koje su implementirale sustav upravljanja kvalitetom u skladu sa zahtevima međunarodne norme ISO 9001. Međunarodna organizacija za standardizaciju – ISO izdala je krajem 2013. g. draft nove verzije norme ISO 9001:2015 koja će službeno stupiti na snagu 2015. g. Cilj ovog rada je dati prikaz kako nova verzija norme ISO 9001:2015 utječe na upravljanje karijerom u odnosu na trenutno važeću verziju.

Ključne riječi: konkurentnost, upravljanje karijerom, upravljanje kvalitetom, ISO 9001:2015

Analysis of the Effect of the Draft ISO 9001:2015 Norm on HRM System

The ISO 9001:2008 standard defines requirements about resources that are necessary and required for an organisation. Human resources inside the organisation as well as their knowledge and competencies are one of the most important resources. To successfully achieve the organisational goals, it is necessary to employ and keep the best personnel as well as manage their competencies. In organizations that have implemented the quality management system according to the ISO 9001:2008 standard, human resource management is described in one or a sequence of written working procedures depending on the complexity and size of the organisation. The fact is that career management should be established unequivocally and documented only in those organisations which have implemented the quality management system according to the requirements of the ISO 9001 international standard. At the end of 2013, the International Organisation for Standardisation – ISO issued a new draft version of the ISO 9001:2015 standard which will come into effect in 2015. The purpose of this work is to show how the new version of the ISO 9001:2015 standard affects career management compared to the current version.

Key words: competitiveness, career management, quality management, ISO 9001:2015

Analiza inovacionih ulaza i inovacionih rezultata u izabranim zemljama Evrope kao osnova za unapređenja konkurentske prednosti

U radu je data korelaciona analiza između inovacionih inputa i inovacionih outputa dvanaest zemalja Evrope u 2012. godini, grupisanih u dve celine. Prvu čini šest zemalja Zapadnog Balkana (Albanija, Bosna i Hercegovina, Makedonija, Srbija, Hrvatska i Crna Gora). Druga celina je sastavljena od šest zemalja članica Evropske unije koje okružuju ovaj region (Austrija, Bugarska, Grčka, Mađarska, Rumunija i Slovenija). Cilj je da se ustanovi da li između inovacionih inputa i inovacionih rezultata analiziranih zemalja postoji statistički značajn međuzavisnost. Ukoliko ona postoji to je dobar preduslov za povećanje konkurentske prednosti putem inovacija.

Ključne reči: zemlje Zapadnog Balkana, inovacioni potencijal privrede, inovacioni inputi, inovacioni rezultati

The Analysis of Innovation Inputs and Innovation Results in Selected European Countries as the Basis for Increasing Competitive Advantage

The paper presents the correlation analysis between innovation inputs and innovation outputs of twelve European countries in 2012, which were classified into two groups. The first group consist of six countries of the Western Balkans (Albania, Bsonia and Herzegovina, Macedonia, Serbia, Croatia and Montenegro). The second group includes six countries of the European Union which neighbour this region (Austria, Bolgaria, Greece, Hungary, Romania and Slovenija). The Goal is to determine whether there is any significant statistical difference between innovation inputs and innovation outputs of these countries. If it exists, this is a good precondition for increasing competitive advantage through innovation.

Key words: Western Balkan countries, innovation potential of the economy, innovation inputs, innovation results

Primena poslovne inteligencije u upravljanju odnosima sa kupcima

Najbolje kompanije današnjice su orijentisane na kupca i kreiraju svoje proizvode i usluge iz njegove perspektive. Kako bi postigle ovaj cilj, okreću se upravljanju odnosima sa kupcima (CRM). CRM pomaže preduzećima da razumeju svoje kupce i kreiraju sa njima bolje odnose. Ovo kritički zavisi od raspoloživosti integrisanih i visokokvalitetnih podataka o njima. Čuvanje ovih podataka u centralnom repozitorijumu (skladištu podataka) omogućava kreiranje jedinstvenog i sveobuhvatnog pogleda na kupce. Skladište podataka se može koristiti kako bi se ovi podaci analizirali iz različitih perspektiva, uz upotrebu interaktivnog analitičkog procesiranja (OLAP) i traganja kroz podatke (data mining).

Ključne reči: poslovna inteligencija, upravljanje odnosima sa kupcima, skladišta podataka, traganje kroz podatke

The Use of Business Intelligence for Client Relationship Management

Today's best companies are customer-oriented. They design their products and services from the customer's perspective. In order to achieve this goal, they turn to customer relationship management (CRM). CRM helps businesses understand their customers and build a better relationship with them. It mainly depends on the availability of integrated, high quality customer data. Storing this data in a central repository (data warehouse) allows creating a single, comprehensive view of the customers. The data warehouse can be used to analyse customer data from different perspectives, using On-Line Analytic Processing (OLAP) and data mining.

Key words: business intelligence, customer relationship management, data warehouse, data mining

Primena benčmarkinga u ostvarivanju konkurentske prednosti visokoškolske organizacije

Težnja stejkholdera visokoškolske organizacije da ona bude konkurentna na lokalnom i globalnom tržištu znanja i potreba za stalnim poboljšanjem kvaliteta njenih autputa predstavljaju osnovni razlog za primenu benčmariknga. Primenom ove metode stvara se neophodna informaciona osnova za preispitivanje i poboljšanje ključnih elemenata organizacije: vizije, misije, strategije, organizacione strukture, procesa i resursa, koji treba da doprinesu njenom boljem pozicioniranju, kako na tržištu, tako i na domaćoj i međunarodnoj lestvici obrazovnih institucija.

Ključne reči: benčmarketing, visokoškolska organizacija, atribut, istraživanje, vizija, misija, strategija, promene

The Application of Benchmarking in Acquiring Competitive Advantage of a Higher Education Organisation

The main reason for the application of benchmarking is the tendency of the higher-education organisation stakeholders' for the organisation to be competitive in the local and global knowledge market and the need for constant improvement of the quality of its outputs. By applying this method, the necessary information basis is created for the reexamination and improvement of the key elements of an organisation: vision, mission, strategy, organisational structure, processes and resources, which are to contribute to its better positioning on both the market and at the domestic and international scale of education institutions. Therefore, a special attention needs to be paid to the selection of attributes as the key basis for the analysis and projection of changes.

Key words: benchmarking, higher education organisations, attribute, research, vision, mission, strategy, change

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Elektronska trgovina kao nosilac internacionalnog biznisa

Informaciono-komunikacione tehnologije u savremenim uslovima poslovanja postaju značajno sredstvo kreiranja i održavanja dugoročne konkurentske prednosti. S druge strane, multinacionalne kompanije, kao pokretači globalizacije i internacionalizacije, implementiraju informaciono-komunikacione tehnologije u svoje poslovne strategije. Ovakav način poslovanja vodi ka kreiranju globalnog tržišta i internacionalizacije trgovine. Cilj ovog rada je da ukaže na ulogu koju informaciono-komunikacione tehnologije imaju u procesu stvaranja globalnog tržišta i internacionalizacije trgovine. Iz tog razloga, u fokusu rada nalaze se noviteti koje sa sobom donose informaciono-komunikacione tehnologije, globalno tržište i trgovina u uslovima »nove-digitalne« ekonomije, kao i pozicioniranost Srbije u uslovima »digitalne« ekonomije i informacionog društva. Korišćenjem relevantnih statističkih podataka, cilj je utvrditi gde se Srbija nalazi u implementaciji informaciono-komunikacionih tehnologija u poslovne svrhe.

Ključne reči: elektronska trgovina, informaciono-komunikacione tehnologije, internacionalni biznis

E-Commerce as the Leader of International Business

Information and communication technology in modern business conditions has become an important means of creating and maintaining a long-term competitive advantage. On the other hand, multinational companies, as the drivers of globalisation and internationalisation, implement ICT in their business strategy. This mode of operation leads to the creation of global markets and the internationalisation of trade. The aim of this paper is to highlight the role that ICTs play in the creation of global markets and the internationalisation of trade. For this reason, the focus of the work are novelties brought by the information and communication technologies, global market and trade in a "new-to-digital" economy, as well as the positioning of Serbia in terms of "digital" economy and information society. Using relevant statistical data, the goal is to determine where Serbia is in the implementation of ICT for business purposes.

Key words: e-commerce, information and communication technology, international business

Poslovna etika v globalno delujočem podjetju

Delovanje podjetij v globalnem okolju povzroča izpostavljenost menedžmenta etičnim pritiskom, od organizacijske kulture okolja, v katerem deluje, pa je odvisna učinkovitost njegovih odločitev, uspešnost poslovanja in konkurenčnost podjetja. Odločanje v skladu z vrednotami ljudi in moralno ravnanje menedžerjev predstavljata temelj kulture podjetja. V podjetjih obstajajo pravilniki in poslovniki, ki določajo pravila moralnega delovanja zaposlenih na področju obvladovanja kakovosti, nabavnega poslovanja, varovanja osebnih podatkov, poslovnih skrivnosti. Kodekse poslovne etike pa je oblikovala le peščica slovenskih podjetij. Obravnavano podjetje deluje v mednarodnem okolju, ima zapisano poslanstvo, strategijo, vizijo, standarde, vrednote. Podjetje že izpolnjuje visoke standarde delovanja v zahtevnem mednarodnem okolju, zato je potreba po zapisani obliki kodeksa etike delovanja realna. Teoretična izhodišča povzema metoda deskripcije. Empirični del raziskave sloni na nestandardiziranem intervjuju in analizi objav na temo etika delovanja v internih medijih podjetja. V zaključku so s sintezo združene ugotovitve raziskave.

Ključne besede: vrednote, konkurenčnost, organizacijska kultura, etika, kodeks

Business Ethics in a Global Company

The business practice of companies on a global scale results in the exposure of the company management to ethical demands. The organisational culture of the environment, in which the management functions, dictates the efficiency of the management's decision-making, the company's business success and its competitive position. Decisions which are in accordance with public values and the moral actions of the managers are the core of the company's organisational culture. There are business policies and procedures that determine the rules of moral behaviour of employees in the field of quality management, procurement operations, personal data protection and trade secrets. The codes that include understandable standards of business ethics have been formed by merely a few Slovene companies. The company in question operates in an international environment and has an approved system of its mission, strategy, vision, standards and values. The company already meets the ambitious business standards of the demanding international environment which advocates the need for a written code of business ethics. The descriptive method sums up the theoretical basis. The empirical part is based on the non-standardised interview.

Key words: values, competitive position, organisational culture, ethics, code

Ekonomija budućnosti – izvor intelektualnog kapitala

Učenje i poslovanje na globalnom prostoru dovode do povezivanja različitih kultura. Savremeni pristup učenju stoga uvodi novi pojam u procese učenja i proizvodnje, a to je upravljanje znanjem ekonomije budućnosti. Budućnost je ekonomija, najveća ekonomija koju treba kroz proces učenja neprekidno obrađivati. Kroz globalno razmišljanje i ekonomiju budućnosti škola pobuđuje ne samo kulturu radoznalost već i spremnost za promene gde se na osnovu intelektualnog kapitala gradi budućnost i definiše opredeljenje. Ekonomija budućnosti predstavlja bitan element delotvornog znanja. Da bi se principi upravljanja ekonomijom budućnosti primenili u praksi potrebno je razvijati stvaralački pristup u kome će rad sve više postati znanje. Ekonomsku brazdu budućnosti zajedno treba da zaoru nastavnici i učenici. Kroz globalizaciju ekonomije budućnosti rešavamo problem ličnih i društvenih odluka, konkurencije različitih sistema, krize ekonomije kao i upravljanja znanjem.

Ključne riječi: ekonomija budućnosti, intelektualni kapital, globalizacija, upravljanje znanjem, vizije promene, škola kao ekonomski sistem budućnosti

Economy of the Future as the Source of Intellectual Capital

Learning and business in the global space allow different cultures to be connected. Therefore, the modern approach to learning introduces a new concept in the learning process and production, which is managing the knowledge of the economy of the future. The future is the economy, the biggest economy which should be constantly discussed in the process of learning. Through the global thinking and the economy of the future, a school induces the cultural curiosity as well as the readiness to change, where the future is built and the definition is formulated on the basis of intellectual capital. The economy of the future presents an important element of effective knowledge. In order to apply the principles of managing the economy of the future in practice, we should develop the creative approach in which work would more and more become knowledge. The economic furrow of the future should be plowed by both teachers and pupils. Through the globalisation of the economy of the future, we are solving the problem of personal and social decisions, the competition of different systems, crises of the economy, as well knowledge management.

Key words: economy of future, intellectual capital, globalisation, managing knowledge, visions of change, school as economic system of future

Ustvarjanje učeče se organizacije

Koncept učeče se organizacije je izziv profitnim in neprofitnim organizacijam. Uspešno odzivanje organizacij v javnem sektorju na spremembe sodobnega časa zahteva ustrezno prilagoditev celotne organizacijske kulture v smeri učeče se organizacije. Javni sektor potrebuje korenite spremembe, saj se na izzive sodobne družbe ni odzival tako hitro kot zasebni. Učeča se organizacija se je sposobna prilagajati hitrim spremembam v okolju. V njej ljudje na vseh nivojih, tako individualno kot tudi kolektivno razvijajo svoje sposobnosti, vse za doseg čim višjih rezultatov. V organizaciji je prisotno nenehno učenje, ki zajema vse dele organizacije. Zato mora ta spremeniti način poslovanja in postaviti človeka na prvo mesto. Ključni pogoj za uspešnost so zaposleni. Zagotovljen mora biti prost pretok informacij med zaposlenimi, opolnomočenje zaposlenih in na timih temelječa organizacijska struktura. Učeča se organizacija je rezultat spremenjenega načina dela in novih zakonitosti delovanja v poslovnem okolju.

Ključne besede: organizacije, učeča se organizacija, organizacijska kultura, zaposleni

Creating Learning Organisations

The concept of learning organisations challenges profitable as well as non-profitable organisations. An efficient reaction of organisations in the public sector towards changes of modern life requires of the whole organisational culture to adapt to the concept of a learning organisation. The public sector needs to implement radical changes because it has not coped with the challenges of contemporary society as rapidly as the private sector. A learning organisation is an organisation which is capable of adapting quickly to fast environmental changes. A learning organisation is one in which people at all levels, individuals and collectively, are continually increasing their capacity to produce results they really care about. There is a continuous learning process which includes all parts of the organisation. Therefore, an organisation needs to change its business operations and put the individual first. Therefore, employees are fundamental in a learning organisation. A free flow of information among the employees should be guaranteed as well as the empowerment of employees, the organisational structure should be based on teams. A learning organisation develops as a result of the pressures that transform the way of working and as a result of new concepts concerning the business environment.

Key words: learning organisation, organisational culture, empowerment, organisational structure

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Uticaj globalizacije tržišta znanja na odlazak talenata iz Srbije i Slovenije

Svrha ovog rada je da se predstavi problematika odliva mozga (egzodusa kvalifikovanih kadrova za rad u inostranstvo) na području Srbije i Slovenije. Najkvalifikovaniji kadri (talenti) su ključ za razvoj društva zasnovanog na znanju. Egzodus tih kadrova predstavlja problem za zemlju, tako da je poznavanje obima, uzoraka i karakteristika istih veoma važno. Najčešći uzroci migracija su ekonomski razlozi i motivi (mogućnost zaposlenja, veći prihod, porast životnog standarda, mogućnost poboljšanja ekonomskog položaja), politički i vojni uzroci i motivi (menjanje političke situacije, diskriminacija, politički progon, pritisci) i osobni kao i porodični razlozi (postizanje znanja, obrazovanja, veština, stvaranje mogućnosti za profesionalno napredovanje i za rad u određenom okruženju).

Ključne reči: ekonomska i društvena kriza, odlazak talenata, odliv »mozgova«, potisni čimbenici poticanja i privlačenja (push i pull faktori)

The Impact of the Globalisation of the Knowledge Market on the Exodus of Talent from Serbia and Slovenia

The purpose of this paper is to present the issue of brain drain (educated personnel leaving to work abroad) in Serbia and Slovenia. The most qualified personnel (talents) are key to the development into a knowledge society. The exodus of such personnel presents a problem for the state, which is why it is very important that we are familiar with the figure, reasons and characteristics. The most common reasons for migrations are economic reasons and motives (possibility of employment, higher income, a rise in the living standard, a possibility to improve one's economic status), political and military reasons and motives (changes in the political situation, discrimination, political persecution, pressure) and personal and family reasons (obtaining knowledge, education, qualification, creating possibilities for professional advancement and for working in a specific milieu).

Key words: economic and social crisis, exodus of talent, brain drain, push factors, pull factors

Održivi razvoj i planiranje turističkog prostora

Intenzivan ekonomski razvoj, najbrži u istoriji čovečanstva, tipičan je za prošli vek. Ovakav razvoj uticao je na povećanje životnog standarda ljudi u većoj ili manjoj meri u većini svetskih država. Ekonomski razvoj obuhvatio je sve oblasti ljudskog života, uključujući i odnos ljudi prema životnoj sredini. U potrazi za što većim i bržim ekonomskim razvojem stanovnici sveta su se, malo ili nimalo bavili problemom očuvanja životne sredine, što je rezultiralo katastrofalnim posledicama po prirodu i prirodne resurse. Kao odgovor ovakvom ekspanzionističkom stavu javio se novi pristup privrednom razvoju – održivi razvoj, koji predstavlja novu paradigmu za sve oblike razvoja, uključujući i razvoj u turizmu. Planiranje turističkog prostora ima osnovnu ulogu u sprečavanju potencijalnih konflikata između turiste i životne sredine u destinaciji. Ono predstavlja skup operacija i aktivnosti, koje su nastale s ciljem efikasnije organizacije turističkog prostora. Održivi turizam, kao perspektiva daljeg razvoja turizma na globalnom nivou, ne može se zamisliti bez ozbiljnog pristupa planiranju turističkog prostora, jer ono povećava ekonomsku dobit destinacije, utiče na izgrađivanje pozitivnih stavova lokalnog stanovništva prema turizmu i potencira na očuvanju prirodne sredine.

Ključne reči: održivi razvoj, održivi turizam, planiranje turističkog prostora

Sustainable Development and Tourist Destination Planning

The intensive economic development, the fastest in the history of mankind, is typical for the last century. This development has affected, to a greater or lesser extent, the living standard of people in most countries of the world. The economic development encompassed all the areas of human life, including the relationship of humans to the environment. Striving for bigger and faster economic development, world inhabitants are dealing with environmental issues little or not at all, which has resulted in devastating consequences to the nature and natural resources. In response to such expansionistic attitude, a new approach to the economic development – sustainable development has been created, which represents a new paradigm for all the forms of development, including tourism development. The planning of a tourist destination has a primary role in preventing possible conflicts between tourists and the locals. Planning includes a set of operations and activities with the aim of organising the tourist destination more efficiently. Sustainable tourism, as a perspective for further development of tourism on a global scale cannot be imagined without a serious approach to the planning of tourist destination because this increases the economic benefits of the destination, creating a positive influence on the attitude of local people to tourism, and emphasises the preservation of the natural environment.

Key words: sustainable development, sustainable tourism, tourist destination planning

Savremena uloga profesionalnih računovodja u procesu finansijskog izveštavanja

Savremene uslove privredjivanja, pored globalne recesije i finansijske krize, karakterišu sve dinamičnije promene u proizvodno – tehnološkim procesima i informacionim tehnologijama, skraćivanje životnog ciklusa proizvoda, internacionalizacija poslovanja ali i organizacione promene u samom preduzeću i menadžmentu. U okruženju dinamičnih promena, računovodstvena profesija dobija sve aktivniju ulogu u procesu poslovnog odlučivanja. U savremenim uslovima privredjivanja računovodstvena profesija ima visok nivo odgovorosti u obezbedjenju kvalitetnog finansijskog izveštavanja. Naime, računovodstvena profesija predstavlja jedan od osnovnih činilaca sistema finansijskog izveštavanja, kako u nacionalnim tako i u međunarodnim okvirima. Svojim stavom i ponašanjem prilikom sastavljanja i obelodanjivanja finansijskih izveštaja, profesionalne računovodje utiču na sliku o finansijskoj situaciji i uspešnosti poslovanja preduzeća kod korisnika finansijskih izveštaja, a time i na stanje nacionalne ekonomije. Kvalitetni finansijski izveštaji predstavljaju ključni faktor za reduciranje rizika i povećanje sigurnosti učesnika na finansijskom tržištu, podsticanje investicija, obezbedjenje efikasne alokacije ograničenih finansijskih resursa i ekonomskog razvoja uopšte. Od računovodstvene profesije se danas očekuje da obezbedi pouzdane i tačne informacije za potrebe širokog spektra korisnika informacija. Da bi ispunili ove zahteve profesionalne računovodje treba da poseduju odgovarajuće znanje, veštine, posebne profesionalne vrednosti, sposobnost profesionalnog rasudjivanja i etičko ponašanje.

Ključne reči: računovodstvena profesija, finansijsko izveštavanje, kvalitet informacija

A Modern Role of Professional Accountants in the Process of Financial Reporting

Despite the global recession and the financial crisis, modern economic conditions have been characterised by increasingly dynamic changes in production – technological processes and information technologies, a shorter lifecycle of products, the internationalisation of business, as well as organisational changes in the company and management. In times of these dynamic changes, accounting plays a more active role in the process of financial decision-making. In modern economic conditions, accounting has a high level of responsibility to ensure the quality of financial reporting. It is one of the basic factors in the system of financial reporting, on both the national and international level. With their attitude and conduct in collecting and disclosing financial reports, professional accountants influence the presentation of the financial situation and performance of a company and its financial reports, and consequently, the national economy. Quality financial reports are the key factor in reducing risks and increasing the protection of participants in the financial market, stimulating investment, ensuring effective allocation of limited financial resources and the economic development in general. Today, it is expected that accountants provide reliable and accurate information for the needs of a wide range of users. To meet these requirements, they should have relevant knowledge, skills, special professional values, as well as be able to make professional decisions and behave ethically.

Key words: accounting, financial reporting, quality information

Vloga in pomen letnih delovnih razgovorov v zdravstvenih ustanovah

Članek obravnava vlogo in pomen letnih razgovorov v zdravstvenih ustanovah. Glavni izvajalci vseh dejavnosti so zdravstveni delavci različnih profilov. Ker pa imajo zaposleni ključno vlogo pri izvedbi delovnega procesa, je v organizaciji bistveno vlaganje v ljudi. Letni razgovor je sestavni del vodenja, oblika medosebnega poslovnega komuniciranja, pri katerem se zaposleni in njegov neposredno nadrejeni enkrat letno poglobljeno pogovorita o preteklem in sedanjem delu, o načrtih, pričakovanjih, željah, izobraževanju, možnem napredovanju in načrtovanju nadaljnega razvoja. Vloga vodje pri izvedbi letnega razgovora je zelo pomembna, saj je od njega odvisno, ali bo dosežen namen in ali bodo pridobljene informacije oz. podatki kakovostni in uporabni. Namen raziskave je opredeliti vlogo in pomen letnih razgovorov. Ugotovili smo, da je anketirancem poznan namen in tematika le-teh; da bi bili med razgovorom z vodjo popolnoma iskreni in da je to priložnost, da jih vodja obvesti, kako je zadovoljen z njihovim delom. Ugotovili smo tudi, da si želijo uvedbe letnih razgovorov in se najbolj strinjajo, da bi ti nudili možnost za dodatno motiviranje in spodbujanje zaposlenega.

Ključne besede: zdravstvene ustanove, vodje, zaposleni, letni razgovori

The Role and Importance of Annual Interviews in Health Care Institutions

This article describes the role and significance of annual interviews in healthcare institutions. The main providers of all activities are healthcare workers of different occupational profiles. It is essential for an organisation to invest in people, since each individual employee plays a key role in the implementation of the work process. An annual interview represents an integral part in the management; it is a type of interpersonal business communication in which an employee and his or her immediate superior have the chance to carry out an in-depth discussion once a year. The manager and employee discuss the past and present work, plans, expectations, wishes, education, possible promotions and plans regarding future development. The role of the manager in the annual interview is vital. It is up to the manager whether or not the annual interview will achieve its intended purpose or whether or not the information gathered will be relevant and useful. The objective of the research was to determine the role and significance of annual interviews. It has been established that the respondents are familiar with the purpose and topics of the annual interviews, that they are aware that they must be completely frank while talking to the manager and that annual interviews provide an opportunity for the manager to inform employees of his or her level of satisfaction with their work. It was also established that the respondents encourage the implementation of annual interviews and agree that this would provide an opportunity to additionally motivate and encourage employees.

Key words: annual interview, role of annual interviews, significance of annual interviews, healthcare institution

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Zaznave kakovosti zdravstvenih storitev glede na spol in starost uporabnikov

Prizadevanja za kakovost zdravstvene oskrbe segajo v leto 1917. Kakovost storitev pomeni njeno celovito oceno med njenim trajanjem. Pomen kakovosti je bil odkrit leta 1951 s prvimi akreditacijami bolnišnic. Kakovost zdravstvenih storitev ocenjujejo njihni uporabniki zelo različno. V raziskavi ugotavljamo razlike v zaznavah kakovosti zdravstvenih storitev glede na spol in starost uporabnikov v Sloveniji. Izvedli smo kvantitativno raziskavo s pomočjo anketnega vprašalnika po modelu Servperf. Analizirali smo zaznave uporabnikov zdravstvenih storitev glede na spol in starost. Zastavili smo dve raziskovalni hipotezi, da obstajajo statistično pomembne razlike v oceni kakovosti storitev glede na spol in starost uporabnikov. Na podlagi rezultatov analize omenjenih dejavnikov smo hipotezi potrdili. V raziskavi predstavljamo rezultate ter uporabnost izsledkov, na podlagi katerih bodo zdravstvene ustanove lahko oblikovale nove smernice in vizijo za doseganje večjega zadovoljstva uporabnikov zdravstvenih storitev.

Ključne besede: storitve, kakovost, zdravstvo, uporabniki, spol, starost

Identifying the Quality of Health Services in Terms of the Gender and Age of Users

The efforts for quality health care date back to 1917. The quality of a service means its comprehensive assessment in the duration of this service. The importance of quality was discovered in 1951 with the first accreditation of hospitals. The quality of health services is assessed very differently by its users. In this study, we determine differences in perceptions of the quality of health services based on the gender and age of users in Slovenia. We conducted a quantitative survey using a questionnaire modelled on the Servperf. We analysed the perceptions of health service users based on their gender and age. We set two research hypotheses, which state that there are statistically significant differences in the assessment of service quality, based on the gender and age of users. Based on the results of the analysis of these factors, we confirmed the hypotheses. Our paper presents the research with presented results and the application of those results, which can be the basis for medical institutions to prepare new guidelines and a vision for achieving greater user satisfaction with health services.

Key words: service, quality, health, users, gender, age

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Uloga menadžmenta u planiranju i obrazovanju ljudskih potencijala

U najopćenitijem smislu, zadaća je menadžmenta koordinacija ljudskih i materijalnih resursa radi postizanja utvrđenih ciljeva. Planiranje ljudskih potencijala podrazumijeva skup aktivnosti kojima je cilj da se stvore mogućnosti da zaposleni realiziraju vlastite potencijale. Proces planiranja ljudskih potencijala moguće je sagledati kroz definiranje misije, vizije i strategije organizacije, povezivanje aktivnosti ljudskih potencijala s vizijom, misijom, strategijom, politikom i ciljevima organizacije, plan regrutiranja, selekcije i razvoja ljudskih potencijala te stalno praćenje učinka i usmjeravanja prema razvoju. Menadžment mora uspostaviti mehanizam za identifikaciju potrebnih sredstava te aktivno sudjelovati u analizi i planiranju potreba za obrazovanjem ljudskih potencijala.

Glavne riječi: menadžment, vodenje, rukovođenje, ljudski potencijali

The Role of the Management in Planning Education of Human Resources

In the most general sense, the objective of the management is the coordination of human and material resources in order to achieve objectives. The planning of human resources means several activities whose goal is to create possibilities for employees to realise their potentials. The process of planning human resources can be viewed through defining the mission, vision and strategy of an organisation, linking human resource activities with the vision, mission, strategy, policy and objectives of the organisation, the recruitment plan, the selection and development of human resources and constant performance monitoring and guiding toward development. The management should implement a mechanism to identify needed assets and actively participate in the analysis and planning the need for human resource education.

Key words: management, guidance, leadership, human resources

Imidž škole kao konkurentska prednost

Promicanjem i uvođenjem tržišnog načina gospodarenja i ponašanja tranzicijske zemlje, i Hrvatska među njima, našle su se među brojnim izazovima. Jedan od tih izazova je pojava konkurencije u svim područjima ljudskog djelovanja, pa tako i u školstvu. Ovome su dodatno pridonijeli mnogi procesi, čiji je zajednički nazivnik globalizacija, a članstvo u EU dodatno utječe na razvoj konkurencije u ovom području. Stoga ne čudi da se područja ekonomskog promišljanja i prakse sve više koriste i u školstvu. »Potrošači«, koji čine ključni segment okoline, zbog svoje važnosti zaslužuju punu pažnju školskog menadžmenta. Beneficije i prednosti koje donosi dobar imidž odavno su prihvaćene i prepoznate u razvijenim zemljama svijeta. Jedna od najvažnijih je svakako uloga imidža pri pozicioniranju proizvoda ili usluge, odnosno zauzimanjem određenog mjesta u odnosu na konkurenciju u svijesti potrošača ili korisnika usluge. Imidž može biti upravo »ono nešto« što nas razlikuje od ostalih. Stoga je ambicija ovog rada ukazati na važnost upravljanja imidžom, na konkurentske prednosti koje može donijeti, kako i zbog čega ga je potrebno istraživati i pratiti. Provest će se istraživanje imidža Visoke škole za menadžment u turizmu i informatici u Virovitici među njenim studentima, na tri studijska smjera i na svim godinama. Istraživanje će se provesti tehnikom semantičkog diferencijala.

Ključne riječi: imidž, konkurentska prednost, semantički diferencijal

Research on the Image of a School

By promoting and introducing the commercial way of management and behaviour, transition countries, and Croatia among them, found themselves facing numerous challenges. One of these challenges is the appearance of competition in all the areas of human activity, including education. Many processes have additionally contributed to this, with globalisation as their mutual denominator, and membership in the EU also affects the development of competition in this area. Therefore, it is not surprising that the areas of economic consideration and practice are also used more often in education. "Consumers", who are the key segment of the environment due to their importance, deserve full attention of the educational management. The benefits and advantages resulting from good image have been accepted a long time ago, and are recognised in the developed world countries. One of the most important ones is certainly the role of image in the positioning of products and services, which means taking a certain place regarding the competition in the consciousness of consumers and service users. Image can be "the one thing" that makes a difference. Therefore, the purpose of this paper is to point out the importance of image control, the competition advantages that it can bring, how and why it is necessary to research and follow it. The research of Virovitica College image will be conducted among its student in three study courses and in all the years. The research will be conducted using the semantic differential technique.

Key words: image, competitive advantage, semantic differential

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Intelektualna autonomija u deskriptoru Evropskog kvalifikacionog okvira

Deskriptori Evropskog kvalifikacionog okvira očekuju od visokoškolske didaktike da razvije modele orijentisane ka kritičkom mišljenju, tj. intelektualnoj autonomiji, odnosno kritičkom i naučnom obrazovanju, a teorijski okvir ovoga čini emancipatorna didaktika zasnovana na konceptualnim promenama pluralističkih koncepata u savremenoj filozofiji nauke i znanja. U skladu sa ovim su i namere ovoga rada, koji predstavlja pokušaj da sagleda domete dosadašnje implementacije elemenata Bolonjskog procesa iz ugla autonomije univerziteta i to posebnog aspekta – sloboda i odgovornosti univerziteta u funkciji razvoja kritičkog razuma studenata. Posmatraju se strukture metakognitivnih sposobnosti studenata, strategija učenja i kritičkog mišljenja, kao značajni indikatori intelektualne autonomije studenata. Istraživanje je eksplorativnog karaktera, a cilj mu je da testira tezu o slaboj intelektualnoj autonomiji studenata.

Ključne reči: intelektualna autonomija, metakomponente evropskog kvalifikacionog okvira

Intellectual Autonomy – Meta-Component in the Descriptor of the European Qualification Framework

Descriptors of the European Qualification Framework expect from higher education didactics to develop models oriented towards critical thinking, i.e. intellectual autonomy, or critical and scientific education, whereas its theoretical frame involves emancipatory didactics grounded on conceptual changes of pluralistic concepts in contemporary philosophy of science and knowledge. The intentions of the paper are in line with the aforementioned, and it is an attempt to consider the reaches of implementation of the elements of the Bologna process from the standpoint of the autonomy of a university according to a special aspect – the freedom and responsibilities of the university in the function of the development of critical reasoning of students. Structures of meta-cognitive abilities of students are observed, as well as the strategies of learning and critical thinking, as significant indicators of the intellectual autonomy of students. It is an explorative research, aiming at testing the thesis on poor intellectual autonomy of students.

Key words: intellectual autonomy, meta-components of European Qualification Framework

Potrebujemo znanje za življenje v razširjeni družini?

Vpliv globalizacije na sodobno družbo v luči intenzivnega staranja prebivalstva zahteva, kljub sodobnim metodam in tehnikam izobraževanja, ki so mladim hitro dojemljive, tudi medgeneracijsko učenje za življenje v razširjeni družini, za katero se je desetletja v 20. stoletju zdelo, da je izgubila svoj pomen. Namen prispevka je s pomočjo empirične raziskave in študija strokovne literature analizirati življenje v razširjeni družini v današnji družbi, ko starši oz. stari starši v modaliteti skupnega življenja znotraj modificirane razširjene družine ponovno pridobivajo na pomenu, saj si med seboj, v različnem obsegu nudijo razne oblike opore (emocionalno, finančno, materialno, instrumentalno). Na osnovi dobljenih empiričnih podatkov avtorica ugotavlja, da na pojav modificiranih razširjenih družin vplivajo tudi odnosi med vsemi tremi generacijami: starimi starši, starši in vnuki, ki so navadno zelo dobri. Zato je izpostavila, da njihova vzajemna medsebojna podpora in medgeneracijski transferji, kljub relativno dobro organiziranim socialnim, zdravstvenim, vzgojno-varstvenim in drugim družbenim dejavnostim, potrebujejo tudi ustrezno znanje.

Ključne besede: izobraževanje, razširjene družine, socialna pomoč, solidarnost

Do We Need Knowledge for Living in an Extended Family Household?

The impact of globalisation on contemporary postmodern society in the light of Slovene aging population requires intensive intergenerational learning, despite modern methods and techniques of training that young people learn fast, to live in an extended family household, which seems to have lost its importance in the last decades of the 20th century. Based on empirical research and literature study, the purpose of this paper is to analyse the life of the extended family in today's society, when parents or grandparents living in a modified extended family in Slovene society are once again gaining their importance, since they can provide various forms of support (emotional, financial, material, instrumental). Based on the empirical data obtained, the author concludes that the emergence of modified extended families also affects the relations between the three generations: grandparents, parents and grandchildren, which are usually very good. Therefore, she pointed out their mutual peer support and intergenerational transfers, despite the relatively well-organised social, health- and childcare and other social activities, as well as the need for appropriate knowledge.

Key words: education, extended family, social transfer, solidarity

Pogled mladih na podjetništvo v Sloveniji

Podjetništvo je gonilo gospodarskega razvoja. Tako ne preseneča, da se države trudijo podjetništvo vzpodbujati. Kako se bo podjetništvo razvijalo v prihodnje, je odvisno od več dejavnikov, saj to ni naključen proces. Na vstopanje posameznikov na podjetniško pot namreč vplivajo posameznikove značilnosti in njegova osebnost ter okolje (na nacionalni in regionalni ravni), v katerem posameznik živi in dela. Na nastajanje podjetniških namer in na kakovost podjetništva pa vpliva tudi podjetniško izobraževanje, ki ga avtorji delijo na poučevanje podjetništva in na podjetniško učenje. V prispevku avtorica najprej na kratko predstavi podjetniško okolje v Sloveniji na splošno, v nadaljevanju pa predstavi pogled študentov Visoke šole za upravljanje in poslovanje Novo mesto na podjetniško okolje danes in njegovo stanje v prihodnjih petih letih. Prav tako preveri njihovo motiviranost za vstop na samostojno podjetniško pot. Pri tem je poseben poudarek dan dejavnikom, ki po njihovem mnenju spodbujajo podjetniško aktivnost v Sloveniji.

Ključne besede: podjetništvo, mladi, poslovno okolje, Slovenija

The View of Young People on Entrepreneurship in Slovenia

Entrepreneurship is the engine of the economic development. It is therefore not surprising that countries are trying to encourage entrepreneurship. How the entrepreneurship will develop in the future depends on several factors, since entrepreneurship is not a spontaneous process. Starting the career of an entrepreneur is influenced by the individual's characteristics and personality, as well as the environment in which the individual lives and works, at the national and regional level. Entrepreneurial initiatives and the quality of entrepreneurship is also influenced by education and training, which is divided by the authors into teaching entrepreneurship and learning entrepreneurship. The paper generally present the business environment in Slovenia. It continues by presenting the view of students of the School of Business and Management Novo mesto on today's business environment and its condition in the following 5-year period. The paper also shows the level of their motivation for choosing the career of an entrepreneur. Special emphasis is put on the factors that encourage entrepreneurial activity in Slovenia, in their opinion.

Key words: entrepreneurship, young people, business environment, entrepreneurial initiative, Slovenia

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HACCP v sistemu menedžmenta kakovosti

Sistem HACCP je preventivni sistem, ki omogoča identifikacijo, prepoznavanje, oceno, ukrepanje in nadzor nad morebitno prisotnimi dejavniki tveganja v živilih, ki lahko ogrožajo zdravje človeka. Cilj vzpostavljenega sistema HACCP je zagotoviti varna živila za potrošnika. Varnost živil je v glavnem dosežena z dobro higijensko prakso (s spremljajočimi higijenski programi), ki je zagotovljena s sistemom HACCP. To je sistem, osredotočen na obvladovanje kritičnih kontrolnih točk. S sistemom izobraževanja zaposlenih v menedžmentu kakovosti sledimo cilju sistema HACCP. V raziskavi smo določili sistem izobraževanja znotraj sistema HACCP, ki učinkovito zagotavlja varno hrano za končnega potrošnika in znižuje stroške podjetja.

Ključne besede: HACCP, kakovost, menedžment

HACCP in the Quality Management System

The HACCP system is a preventive system that enables the identification, assessment, monitoring and control of possible risk factors that can be present in foods and can harm human health. The aim of the established HACCP system is to provide food safety for consumers. Food safety is mainly achieved through good hygiene practice with accompanying hygiene programmes, whilst ensuring the HACCP system. It is a system that focuses on managing the critical control points. The system of education of employees in the quality management pursues the goal of the HACCP system. In this study, we have identified the education system within the HACCP system, which effectively ensures food safety to the final consumer and reduces the costs of business activities.

Key words: HACCP, quality, management

Politička ekonomija korupcije u urušenim tranzicijskim društvima Zapadnog Balkana

Autor polazi od teze da je korupcija u urušenim tranzicijskim društvima pravilo sa kvalifikacijama »sistem(at)ske bolesti«, čiji se opći teorijski okvir može podvesti pod političku ekonomiju korupcije urušenih tranzicijskih društava. Sistem(at)ski uzroci korupcije inicirani su zajedničkim obrisima tranzicione krize, koju karakteriziraju uvjeti za pohranjivanje korupcije: institucionalna neizgrađenost, produbljeni nivo siromaštva i nepripremljena privatizacija. Povijesno-kulturološki okvir u kome su se ove zemlje razvijale dodatno komplicira percepciju korupcije, a neke od ovih zemalja (BiH, Srbija i Crna Gora) imaju i svoje specifične institucionalne i historijske uzroke korupcije. Ukidanje sistemskih obilježja korupcije zahtijeva prevazilaženje standardnih pristupa po kojima se korupcija isključivo veže za onemogućavanje korišćenja javne službe za privatne ciljeve. Neophodno je proširivanje teorijsko-ideološkog okvira tretmana korupcije i vezivanje korupcije za nepostojanje tržišta i prostora za uspostavljanje monopola u odlučivanju. Autor se zalaže sa uspostavljanje »jake države«, neophodne radi nesmetanog funkcioniranja tržišnog mehanizma, a ne radi uspostavljanja levijatanske birokracije.

Gljučne riječi: korupcija, tranziciona kriza, urušena tranziciona društva, Zapadni Balkan

The Political Economy of Corruption in the Weakened Western Balkans' Transitional Societies

The author of the thesis revolves around the issue of corruption as compulsory in the fallen Western Balkans' transitional societies, with qualification of "systemic disease". Its general theoretical framework can be designated as the political economy of corruption of fallen transitional societies. The systematic causes of corruption are initiated by joint contours of transitional crises, characterised by the conditions for the spread of corruption: institutional underdevelopment, a deepened level of poverty and unprepared privatisation. The historical and cultural framework of these countries further complicates the perception of corruption, and some of the countries (Bosnia and Herzegovina, Serbia and Montenegro) have their specific institutional and historical causes of corruption. The abolition of systemic characteristics of corruption requires the overcoming of the standard approaches by which corruption is only bound to disable the use of public office for private ends. It is necessary to expand the theoretical and ideological framework of corruption treatment and to associate corruption with the lack of the market and the space for the establishment of a monopoly in decision-making. The author advocates the establishment of a "strong state" necessary for the smooth functioning of the market mechanism, and not for the establishment of Leviathan bureaucracy.

Key words: corruption, transitional crisis, fallen transitional societies, Western Balkans

Stigma in duševno zdravje

Stigma je ena od nepredvidljivih stvari v življenju, nastaja na podlagi človeških razlik. Nikdar ne moremo z gotovostjo trditi, katere lastnosti bodo ostale zaželene in katere izmed teh, ki jih imamo, bodo v prihodnosti stigmatizirane. S stigmo so povezani tudi stereotipi, ki imajo odločilno vlogo pri prilagoditvi ljudi na socialno okolje, hkrati pa lahko izkrivljajo resnično podobo ljudi. Ljudje se ocenjujejo na podlagi njihove skupinske pripadnosti. Stereotipizacija in kategorizacija pripeljeta do tega, da ljudje vidimo in doživljamo pripadnike drugih skupin kot manj sprejemljive in podobne drug drugemu, kot pripadnike lastne skupine. Duševne bolezni sodijo med najstarejše znane stigme v zgodovini. Z njo povezana stigmatizirana in diskriminirana obravnava bolezni in bolnikov je zakoreninjena že odkar človeštvo obstoja. Še vedno se sprašujemo, kaj pa je tako nesprejemljivega v tej bolezni, da jo človeštvo tako obsoja. Za bolnike z duševno motnjo je potrebna tudi psihosocialna pomoč. Na nas vseh je, da se tega zavedamo, da tem ljudem pomagamo in jih sprejmemo v družbo. Vsak posameznik, ki se sreča z duševno boleznijo, je edinstven v svojem načinu mišljenja, občutenja, ravnanja in gledanja na svet. Velikokrat take osebe potrebujejo pomoč drugih, obenem pa je potrebno znanje, da ohranijo čim večjo avtonomijo. Prisluhniti moramo njihovim željam, potrebam in ciljem, krepiti pa moramo njihovo avtonomijo in jih spodbujati pri vsem, kar počnejo in potrebujejo v življenju.

Ključne besede: stigma, diskriminacija, duševne bolezni

Stigma and Mental Health

Stigma is an unpredictable phenomenon in life and is created on the basis of differences among people. We can never certainly say which characteristics will remain desirable and which will not. Stereotypes are connected to stigma and play the key role in how people adapt to social environments, while they can also distort the true image of a person. People judge one another on the basis of common belonging. Stereotyping and categorisation lead to seeing and experiencing people of other groups as less acceptable, while being similar to the people who belong to the same group. Mental illnesses have been recognised all throughout history and are one of the oldest afflictions. The stigmatised and discriminatory treatment of illnesses in connection with them, as well as its patients, is deeply rooted in our history. But we still ask ourselves what is so unacceptable about these illnesses that humanity judges it in such a way. Patients who suffer from mental illnesses also require psycho-social help. It is the responsibility of us all to be aware of that, help those people who need it, and accept them into society. Every individual who suffers from a mental illness is unique in their way of thinking, feeling, behaving and in their world view. Often, these people need the help of others, while also needing to remain as autonomous as possible. We have to listen to their wishes, needs and goal, support and strengthen their autonomy and encourage them to do what they desire and need to do in life.

Key words: stigma, discrimination, mental illness

Motivacija odrasle populacije za redno telesno dejavnost

Živimo v 21. stoletju, v času, ko je tehnološki napredek na višku. Žal pa je ravno moderna družba računalnikov, dostopnost avtomobilov in mobilne telefonije privedla do tega, da se je iz življenja umaknilo toliko telesne dejavnosti, da bi lahko ljudje začeli zavestno zapostavljati njen velik pomen za zdravje in dobro počutje. Po ocenah naj bi bila telesna nedejavnost v Evropi odgovorna za skoraj 600.000 smrti na leto. Še bolj zaskrbljujoč je podatek, da je že skoraj vsak tretji otrok debel ali prekomerno hranjen tudi zaradi premalo gibanja. Ta dejstva so nas motivirala, da raziščemo, kaj so poglavitni vzroki za telesno nedejavnost pri odraslih ter najpogostejši motivi, da se telesno udeležujemo. Veliko vlogo na tem področju ima zdravstvenovzgojno delo, ki se začne že v splošni ambulanti pri referenčni sestri ali pa pri medicinski sestri, ki deluje na področju zdravstvene vzgoje. Skozi raziskavo smo ugotovili, da se pri posameznikih razlikujejo modeli motivacije. S pomočjo raziskave smo prišli do informacije, da je pomanjkanje volje za telesno dejavnost velik problem. Posameznike bi morali prepričati, da vsako minuto svojega prostega časa izkoristi za telesno dejavnost. Rezultati raziskave kažejo na dobro osveščenost o pomenu telesne dejavnosti za zdrav življenjski slog.

Ključne besede: gibanje, telesna (ne)dejavnost, motivacija, motivacija v športu, zdravstvena vzgoja

Motivation of Adults for Regular Physical Activity

In the 21st century, the technological development has reached its peak. Unfortunately, digital society, urban mobility and access to mobile phones have led to a decrease in physical activity in every-day life so that people could easily begin to consciously neglect its great importance for their health and well-being. According to some estimates, physical inactivity in Europe is responsible for almost 600,000 deaths per year. An even more alarming fact is that almost every third child nowadays is overweight or overfed, whereby one of the reasons is a lack of physical activity. These facts motivated us to explore the main causes for physical inactivity in adults as well as the most common motives for physical activity. In this field, an important role is undoubtedly played by health education that begins at a general practice with a reference nurse practitioner or a nurse covering health education. The research established that individuals differ in motivation models. The research led us to a conclusion that a lack of will for physical activity presents a major problem. Individuals should be persuaded to devote as much free time as possible to physical activity. Positive results of the research show a high level of awareness of the importance of physical activity for a healthy lifestyle. Furthermore, it was established that motivation in the field of physical activity is a fairly unexplored topic as most of health education.

Key words: physical activity, motivation, motivation for physical activity, health education

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Franšiza kao alternativa razvoja i rasta MSP u Srbiji u periodu ekonomske krize

Franšizing predstavlja oblik marketing poslovanja u kojem kompanija-davalac franšize, daje pravo putem ugovora primaocu franšize, pojedincu ili kompaniji, da obavlja posao na isti način, na određenoj lokaciji, za određeni vremenski period, i kao takva predstavlja predmet ovog rada. Cilj rada jeste da se franšiza, kao poslovni koncept, prikaže kao rešenje za razvoj i rast malih i srednjih preduzeća u Srbiji u periodu svetske ekonomske krize, s obzirom da ovaj sektor čini čak 96.3 % preduzeća Srbije dok zapošljava 47.3 % srpskog stanovništva (Nacionalna agencija za regionalni razvoj, 2010). Rad će se baviti najefikasnijim i najefektivnijim oblicima franšize za mala i srednja preduzeća u Srbiji, prema izboru autora, specifičnim karakteristikama franšiznog posla kao i njegovim prednostima i nedostacima. Rad će rezultirati koristima koje se ostvaruju primenom franšize, kao alternative razvoja i rasta malih i srednjih preduzeća u Srbiji u periodu ekonomske krize.

Ključne reči: franšiza, mala i srednja preduzeća, ekonomska kriza

Franchise as the Development and Growth Alternative for SMEs in Serbia in the Economic Crisis

Franchising is a form of marketing operations in which the company-franchiser gives the right to the franchisee, individual or company by way of a contract to do the work in the same way, at a particular location, for a defined period of time, and as such as it is the subject of this paper. The aim of this paper is that franchise, as a business concept, presents as a solution for the development and growth of small and medium-sized enterprises in Serbia in the period of the global economic crisis, taking into account that this sector includes 96.3 % of companies in Serbia and employs 47.3 % of the Serbian population (National Agency for Regional Development, 2010). The paper will deal with the most efficient and effective forms of franchising for small and medium-sized enterprises in Serbia, according to the selection of authors, as well as the specific characteristics of the franchised business and its advantages and disadvantages. The work will result in benefits from using franchising as the development and growth alternative for small and medium-sized enterprises in Serbia in the economic crisis.

Key words: franchise, small and medium-sized enterprises, economic crisis

Motiviranje in nagrajevanje na delovnem mestu

Na svojih delovnih mestih preživimo dobršen del svojega časa. Tu vstopamo v nove odnose in se tako udejanjamo kot socialna bitja, zato je zadovoljstvo pri delu izjemno pomembno. Ustrezno motiviran posameznik, ki je hkrati nagrajevan za svoja prizadevanja in delovne uspehe, lahko veliko prispeva k doseganju ciljev organizacije. Pri tem je pomemben učinkovit in ustrezen sistem nagrajevanja in motiviranja zaposlenih, ki sloni na spoštovanju zaposlenih, upoštevanju njihovih osebnih značilnosti ter poštenosti in transparentnih, enakopravnih odnosih med delodajalcem in zaposlenimi brez razlikovanja. Plača je eden najpomembnejših motivatorjev, svojo težo pa imajo tudi drugi, nematerialni dejavniki, ki so osredotočeni na človekovo potrebo po pohvali, uspehu, priznanju. Na tem mestu ima pomembno vlogo vodja, ki s svojo socialno močjo spodbuja delavce, da delo opravijo karseda kakovostno in hitro. Če vodjem to ne uspe, se zatečejo k neprijetnim načinom vodenja, ki imajo negativen učinek na zaposlene: nezadovoljstvo in slaba produktivnost, celo zapustitev organizacije.

Ključne besede: zadovoljstvo zaposlenih, delovne organizacije, motiviranje, nagrajevanje, plača, vodje

Motivating and Rewarding in the Workplace

We spend a large portion of our time in the workplace. Here we enter into new relations and, in doing so, actualise ourselves as social beings, which is why workplace satisfaction is so very important. A properly motivated individual who is rewarded for their efforts and business successes can contribute greatly to the success of the organisation and the achievement of its goals. An effective and suitable reward system, as well as employee motivation, must be in place. One which is based on respecting employees, taking into account their personal characteristics, as well as maintaining honesty and transparency in fair relations between the employer and their employees without discrimination. Wages are one of the key motivators, but other, non-material factors also play an important role in motivation – factors that focus on a person's desire to be praised, successful and recognised. The leader, who can motivate employees with their social influence, plays an important role in motivating employees to do their work as best and as quickly as possible. If the leader fails to do this, they often resort to more unpleasant forms of leadership which tend to have a negative effect on the employees. This leads to dissatisfaction and low productivity, evening leaving the organisation.

Key words: workplace satisfaction, motivating, rewarding, wages, leader

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Upravljanje ljudskim resursima i savremeni trend u poslovnom okruženju

Glavni faktor svake organizacije jeste čovek. Ako je reč, na primer, o proizvodnom preduzeću, čovek se istovremeno javlja kao organizator proizvodnje t. j. njen rukovodilac. U procesu proizvodnje od čoveka se zahtevaju stručna znanja i sposobnosti kako bi mogao što bolje obavljati postavljene zadatke u tehničkoj podeli rada i specijalizaciji. Pojavom industrijske revolucije rađa se briga i o čoveku, rađa se jedna nova funkcija, no sa organizacijskog aspekta u vrlo ruralnom obliku. Interesantna je istorija nastanka i razvoja službi koje su se brinule o ljudima u preduzeću. U početku ih nije ni bilo, a onda kada su se počele uporedo javljati nisu imale ni približno takav sadržaj kakav imaju danas. Naime, njihovi su se poslovi najčešće svodili na primanje i otpuštanje ljudi. Razvojem tehnologije, te sindikalnom organizacijom i jačanjem demokratskih procesa, briga za zaposlene ljude se postupno širi i zauzima sve veći broj poslova. Tako su nastale službe koje su se počele brinuti, bar delemično, o zaposlenima u preduzeću. One su se dugo zvale personalne službe, a bile su proizvod Prvog svetskog rata. Naslednik personalnih službi bile su kadrovske službe.

Ključne riječi: ljudski resursi, organizaciono ponašanje, razvoj kadrova, razvoj organizacije

Human Resource Management and Modern Trends in the Business Environment

The main factor of any organisation is an individual. For example, if it is a production company, the individual is also an organiser of production that they manage. In the production process, the individual is required to have expertise and skills in order to better carry out the tasks assigned in the technical division of labor and specialisation. With the advent of the industrial revolution, care for the individual has also emerged as a new feature, but in a very rural form from the organisational aspect. There is an interesting history of the origin and development of services that cared for people in a company. At first, these services did not exist, and when they began to appear in parallel, they did not have the kind of content they have today. In fact, their purpose was usually to reduced to the hiring and dismissal of people. The development of technology, trade unions and the strengthening of democratic processes care for employees expanded and included an increasing number of jobs. Thus, the services resulting from such care started, at least partly, to take into consideration the employees of the company. For a long time, they were called personnel service, and were the product of the First World War. The successor of personnel services were human resource departments.

Key words: human resources, organisational behavior, human resource development, organisational development

Demografski trendi v EU in implikacije ekonomske politike

V letu 2012 je prebivalstvo v EU-27 štelo 503,7 milijonov, kar je bilo za 1,3 milijone ljudi več kot v predhodnem letu, pri čemer se vzorec neprekinjene rasti prebivalstva v EU-27 nadaljuje že od leta 1960. Kljub vsemu pa se stopnja rasti števila prebivalstva v zadnjih desetletjih postopoma znižuje. Glavni komponenti rasti: naravni prirast in neto migracije, sta se v letu 2011 znižali. tega leta je naravni prirast prispeval 31 % (0,4 milijona) k rasti števila prebivalcev v EU-27, medtem ko so neto migracije prispevale 69 % (0,9 milijona). Neto migracije tako ostajajo glavni dejavnik rasti. Relativno nizek prispevek naravnega prirasta je predvsem rezultat tega, da so se neto migracije v EU-27 občutno povečale ter, da se je število rojstev znižalo, število smrti pa povečalo. Četudi za EU-27 velja, da se sooča z rastjo števila prebivalstva, pa je ta rast neenakomerno porazdeljena med članicami EU. Največji upad števila prebivalcev sta zabeležili Litva in Latvija. Kar se tiče starostne strukture evropskega prebivalstva, se to stara zaradi podaljševanja življenjske dobe in stalno nizkih stopenj rodnosti. Zaradi staranja prebivalstva se Evropa sooča s pomembnimi socio-ekonomskimi izzivi. V tem kontekstu vpliv na velikost in strukturo evropske delovne sile predstavlja enega ključnih izzivov. V prispevku obravnavamo vidike demografskih gibanj na prihodnjo rast zaposlenosti ter ukrepe ekonomske politike za pospešeno rast zaposlenosti.

Ključne besede: demografski trendi, staranje prebivalstva, rast zaposlenosti, ekonomska politika, EU

Demographic Trends in the EU and Economic Policy Implications

In the 2012, the population of the EU-27 was estimated at 503.7 million, which was 1.3 million people more than the previous year, whereas the pattern of uninterrupted population growth has continued since 1960. Despite all, the rate of population growth has been gradually slowing down in recent decades. The main components of population growth, natural increase and net migration decreased in the 2011. In 2011, natural increase contributed 31% (0.4 million) to the population growth in the EU-27, whereas net migration contributed 69% (0.9 million) to the population growth in the EU-27. Net migration continues to be the main determinant of population growth. Relatively low contribution of natural increase to the total population growth is mainly the result of a considerable increase in net migration in the EU-27 and a fall in the number of births and an increase in the number of deaths. Although the EU-27 as a whole faces population growth, the growth is unevenly distributed across the Member States. The highest decrease in the number of population was reported by Lithuania and Latvia. As far as the age structure of the European population is concerned, the European population is becoming older due to a longer life expectancy and consistently low levels of fertility. Due to population ageing, Europe is confronted with important socio-economic challenges. In this context, the effect on the size and structure of the European workforce presents one of the key challenges. In this paper, we deal with different views of demographic trends on future employment growth, as well as measures of the economic policy to increase employment growth.

Key words: demographic trends, ageing, employment growth, economic policy, EU

Odločanje o trajnostno razvojnih prostorskih investicijah v Sloveniji

Strateški cilj prostorskih investicij je trajnostni razvoj, zato tovrstne investicije ne zasledujejo le cilja povečanja in ohranjanja premoženja države, ampak prioritarno doseganje multiplikativnih razvojnih učinkov, ob upoštevanju razvojnih družbenih in okoljskih ciljev. Tovrstne investicije zasledujejo najmanj šest ciljev, ki jih determinira vsaka od dimenzij trajnostnega razvoja. Ekonomski cilji postanejo le eden od ciljev trajnostnih investicij, vendar pa ne edini, zato je vrednotenje tovrstnih investicijskih projektov kompleksnejše, večdimenzionalno, predvsem pa zahteva drugačne metodološke pristope in ne več le uporabe klasičnih ekonomskih modelov vrednotenja investicij. Vendar pa raziskava slovenske prakse na področju vrednotenja prostorskih investicijskih projektov pokaže, da so ekonomski modeli še vedno najbolj uporabljeni modeli vrednotenja investicij, ne glede na investicijske cilje. Tovrstna praksa odpira vrsto problemov in dilem, ki so posledica rigidnosti družbenega sistema nasproti vse hitrejšemu družbenemu razvoju.

Ključne besede: trajnostni razvoj, investicije, odločanje, družbene investicije

Making Decisions about Spatial Investment in Slovenia in Terms of Sustainable Development

The strategic objective of spatial investment is sustainable development. Therefore, these investments do not only pursue the objective of increasing and preserving property of the state but also give priority to the achievement of the multiplicative development effect according to social and environmental objectives. They pursue at least six goals defined by each dimension of sustainable development. Economic objectives are only one of the objectives. Therefore, the evaluation of these investments is complex, multi-dimensional and requires different methodological approaches. The classical economic methods for investment evaluation are no longer sufficient. However, the research of practice in Slovenia reveals that the classical economic methods are still most widely used evaluation models for spatial investment projects. This practice raises a number of problems and dilemmas that are the result of the rigidity of the social system against the increased pace of social development.

Key words: sustainable development, investment decision-making, social investments

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Kako (p)ostati ličnost u globalizacijskim paradoksima i izazovima?

Globalizacija danas svojim sinergetskim dinamičnim promenama i refleksijama, koji imaju planetarni karakter u svim aspektima svetskih zbivanja, prevazilazeći okvire nacionalnih država, izgradila je sliku sveta kao neizbežan zajednički prostor, koji ima primarnu tehnološku, političku, ekonomsku, ekološku i drugu međuzavisnost, i promenila svet i sve oko njega. Centralni problem i interes ovoga rada su globalizacijske refleksije na ličnost i njeno personalističko ponašanje kao rezultati tih promena. Drugim rečima: kako se ona nosi sa svim tim planetarnim paradoksima i izazovima. Upitnik za procenu i opservaciju ponašanja ličnosti u okviru globalizacijskih paradoksa i izazova (PPOLGP) realizovan je u Republici Makedoniji i daje odgovor centralnog pitanja, kako (p)ostati ličnost u savremenim globalizacijskim paradoksima i izazovima. Odgovor je neizvestan.

Ključne reči: ličnost, globalizacija, paradoksi, izazovi

How to Be(come) an Individual in the Globalisation Paradoxes and Challenges?

Today, globalisation and its synergistic dynamic changes and reflections, which have a planetary character in all the aspects of world events, crossing the national borders, have built a world as a common space that is technologically, politically, economically, environmentally and otherwise interdependent, as well as changed the world and everything evolves around it. The central issue and concern of this paper are reflections on globalisation and individuals' behavior resulting from these changes. In other words, it deals with the question how an individual is affected by all the planetary paradoxes and challenges. A questionnaire for observing and assessing the behavior of individuals within the globalisation challenges and paradoxes (PPOLGP) was drawn up and distributed in the Republic of Macedonia. It provides the answer to the central question: How to be(come) an individual in these modern globalisation paradoxes and challenges? There is no definite answer.

Key words: personality, globalisation, paradoxes, challenges

Aktuelna, nova računovodstvena direktiva EU

Neophodna potreba za harmonizacijom i modernizacijom računovodstvene regulative u EU sa MRS i MSFI a odnosi se na usklađivanje nacionalnih propisa i postizanja što veće kvalitete finansijskog izvještavanja, dovele su do znatnih promjena u ovoj oblasti. Komisija EU je podnijela 27. 10. 2011. prijedlog Europskom parlamentu i Vijeću na usvajanje Direktive 2013/34/ EU o godišnjim finansijskim izvještajima, konsolidovanim finansijskim izvještajima i srodnim izvještajima za određene vrste preduzeća. Zemlje članice su analizirale Prijedlog i donijele 30. 1. 2012. zaključak za brzo razmatranje prijedloga i njegovo donošenje do kraja 2012. godine. Odbor stalnih predstavnika izglasao je saglasnost s tekstom Direktive i 19. 6. 2012. uputio je poziv Vijeću na donošenje ovog važnog regulatornog dokumenta. Europski parlament i Europsko vijeće usvojilo je Direktivu 26. 6. 2013. Ovom Direktivom poboljšana je Direktiva 2006/43/EU Europskog parlamenta i Vijeća te donošenjem ove Direktive Vijeće ukida Direktivu 78/660/EEC (nekada poznata kao 4. Direktiva) a tiče se finansijskog izvještavanja za pojedinačne korisnike i 83/349/EEC (nekada poznata kao 7. Direktiva) vezana za konsolidovane finansijske izvještaje. Direktiva je objavljena u Službenim novinama EU (The Official Journal of the European Union - OJ) od 29. 6. 2013. godine, a stupa na snagu dvadesetog dana od dana objave a sve države članice EU moraju uskladiti svoje nacionalne propise sa ovom Direktivom i do 20. 7. 2015. godine informisati Evropsku komisiju.

Ključne riječi: nova računovodstvena direktiva EU, konsolidovani finansijski izvještaji, direktiva

The New EU Accountancy Directive

The necessity for the harmonisation and modernisation of EU accountancy regulations with IAS and ISFR, which refers to the harmonisation of national regulations and the achievement of high quality financial reporting, have brought about significant changes in this field of interest. On 27 October 2011, the EU Commission brought forward the proposal to the European Parliament and the Council to adopt Directive 2013/34/EU on the annual financial reports, consolidated financial reports and related reports for particular types of enterprises. The Member States analysed the proposal, and on 30 January 2012, decided to bring forward this proposal and adopt it before the end of 2012. The Permanent Representatives Committee agreed to the submitted Directive, and on 19 June 2012, they called upon the Council to put this important regulation into effect. The European Parliament and the European council adopted this Directive on 26 June 2013. The Directive has improved Directive 2006/43/EU of the European Parliament and the Council, and its issuance abolished Directive 78/660/EEC (also known as Fourth Council Directive), which refers to financial reporting for individual users, as well as Directive 83/349/EEC (also known as Seventh Council Directive), which refers to consolidated financial reports. The Directive has been published in the EU Official Gazettes (The Official Journal of the European Union - OJ) on 29 June 2013 and came into force on the 20th day of its publication. All the Member States must harmonise their national regulations with the aforementioned Directive and inform the EU Commission until 20 July 2015.

Key words: new accountancy EU directive, consolidated financial reports, directive

Nezaposlenost u Makedoniji

Nezaposlenost u Makedoniji je jedan od najtežih ekonomskih, društvenih i političkih problema, čije glavne karakteristike i mere ekonomske politike su prikazane u ovom radu. Opšto uzeto, ne postoje »brza rešenja« za tako teške probleme koje imamo na tržištu rada u Makedoniji. Unatoč zalaganju makedonskih političkih lidera po tom pitanju i mnogim reformama koje su poduzela u posljednjih pet godina, što je dovelo do nekog smanjenja nezaposlenosti u zemlji, još uvijek postoje mnogo mogućih reformi i praktičnih savjeta koji se mogu provesti za poboljšanje uvjeta zapošljavanje. Neki od njih se preporučuju u ovom radu.

Ključne reči: nezaposlenost, tržište rada, Republika Makedonija, preporuke za reformu tržišta rada

Unemployment in Macedonia

Unemployment in Macedonia is one of the most difficult economic, social and political problems, of which the main characteristics and the government response are presented in this paper. Overall, there are no 'quick fixes' for problems as severe as those being experienced in the Macedonian labor market. Despite their dedication, Macedonian political leaders to this issue, and many reforms that have been undertaken in the last five years, which led to a reduction in unemployment, there are still many possible reforms and practical proposals that can be implemented in order to improve the employment conditions. Some of them are recommended in this paper.

Key words: unemployment, labor market, Republic of Macedonia, recommendations for labor market reform

Podjetja vse bolj stavijo na kakovostno delovno silo

V današnjih časih se mora podjetje, ki želi biti konkurenčno, zavedati, da je okolje nepredvidljivo in se hitro spreminja. Poleg tega je, da bi bilo podjetje tudi dolgoročno uspešno, je nujno pravočasno prepoznavanje poslovnih priložnosti in prilagajanje spremembam v okolju. Zaradi močne prisotnosti konkurence, znanstvenega in tehnološkega razvoja prihaja vse bolj v ospredje pomembnost ljudi, ki z določenim znanjem in sposobnostmi prispevajo k uspehu podjetja. Iz tega izhaja, da je človek tisti, ki daje podjetju konkurenčno prednost. Zaposleni, ki so izobraženi in usposobljeni, so tisti, ki ustvarjajo kakovost, razvoj in uspešnost ne glede na dejavnost, ki jo podjetja opravljajo. Razumljivo je, da le-ta vse večjo pozornost namenjajo izobraževanju zaposlenih. Želja po napredovanju in nadaljnjem izobraževanju je v večini podjetjih že zelo prisotna. Namen našega prispevka je ugotoviti dejansko stanje v zvezi s pomembnostjo programov za zaposlene, oceniti zadovoljstvo udeležencev z vsebino in izvedbo le-teh, ugotoviti, ali lahko pridobljeno znanje iz programov koristno uporabijo pri svojem delu.

Ključne besede: podjetja, zaposleni, usposabljanje, izobraževanje, izpopolnjevanje

Companies Consider Quality Workforce Increasingly Important

Today, an enterprise that wants to be competitive has to be aware that the environment is unpredictable and changes rapidly. For the company to be successful in the long term, it needs to quickly identify business opportunities and adapt to changes in the environment. Given the presence of stiff competition, as well as scientific and technological developments, the importance of people with specific knowledge and skills, who contribute to the success of the company, is more and more important. This also means that the employee is a significant factor for the success of the company. Employees who are educated and trained are the ones who create the quality, development and success of the company, irrespective of the field of business. Therefore, it is understandable that companies are increasingly focused on training personnel. The desire for advancement and further education in most companies is already very obvious. The purpose of our paper is to determine the importance of programmes for employees, assess participant satisfaction with the content and implementation thereof, and determine whether the knowledge gained from the programme is put to good use in their work.

Key words: training, education, improvement, human resource function

S socialnim podjetništvom k trajnostno naravnani družbi

V zadnjih desetletjih smo priča izrednim tehnološkim inovacijam, znanstvenim odkritjem, napredku na vzgojnih in družbenih področjih. Toda ves ta napredek spremlja zaostritev družbenih problemov, ki se kažejo v dohodkovni neenakosti, brezposelnosti, deležu prebivalstva, ki živi pod mejo revščine, onesnaževanju okolja. Ne preseneča, da socialno podjetništvo, katerega bistvo je hkratno delovanje v dobro družbe z odkrivanjem in prepoznavanjem družbenih problemov in uporabo podjetniških načel, da bi se dosegli pozitivne družbene spremembe, pridobiva na pomenu. Socialno podjetništvo je zagotovo nujna sestavina v smeri trajnostnega razvoja družbe. Taka družba odgovorno in uravnoteženo dviguje materialno, socialno in okoljsko blaginjo sedanje generacije, brez ogrožanja eksistenčnih možnosti za prihodnje rodove in celoten ekosistem. Namen prispevka je pregledati in preučiti novejši razvoj socialnega podjetništva kot pomembnega pojava v dobi globalizacije, s poudarkom na njegovem podpomem okolju za razvoj v Sloveniji.

Gljučne besede: socialno podjetništvo, podpomo okolje, inovativnost, socialna podjetja

Social Entrepreneurship Contributes to a Sustainable Society

In recent decades, we have witnessed remarkable technological innovations, scientific discoveries, and progress in the educational and social fields. But all the progress is usually accompanied by intensification of social problems, which is reflected in income inequality, unemployment, the proportion of the population living below the poverty line, and environmental pollution. It is not surprising that social entrepreneurship (SE) is becoming increasingly important. The essence of SE is a simultaneous action to create public good by detecting and identifying social problems, as well as using entrepreneurial principles to attain positive social changes. We believe that SE is an indispensable element in the development of a society towards achieving sustainability. A sustainable society raises the material, social and environmental well-being of the present generation in a responsible and balanced manner without compromising the livelihood opportunities for future generations and the entire ecosystem. The paper aims at reviewing and studying the recent development in SE as an important phenomenon in today's era of globalisation, with emphasis on building a supportive environment for social enterprises in Slovenia.

Key words: social entrepreneurship, supportive environment, innovation, social enterprise

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Emocionalna inteligencija menadžera u uslovima globalizacije

Doba globalizacije postavlja izazove kako poboljšati osobnu i organizacijsku učinkovitost i identificirati suvremene institucionalne aranžmane u kojima ljudski resursi nalaze svoje zaslužno mjesto. Ovaj rad odgovara na pitanja o učinkovitom upravljanju ljudskim resursima poticanjem suradničke i inspirativne klime među zaposlenicima. U tom smislu uočava problem - kako da menadžeri poboljšaju svoje socio-emocionalne, leaderske i empatske sposobnosti koje su u skladu s potrebama ljudskih resursa. U tom kontekstu aktualizuje se i potvrđuje važnost koncepta emocionalne inteligencije (EI), suvremene psihološke paradigme. Ovo istraživanje je pokazalo da je EI ključna sposobnost uspješnog menadžera i da ona nije samo dodatak kognitivnim sposobnostima, nego ih umnožava i može se tvrditi da je ona skriveni sastojak sjajnog rada. Razvijanje EI može doprineti lakšem savlađivanju i implementaciji leaderskog koncepta upravljanja. Rezultati ovog istraživanja mogu naći svoju primenu u praksi da podrže uključivanje programa za razvijanje emocionalne kompetentnosti menadžera i ljudi koji se pripremaju za menadžerske pozicije.

Ključne riječi: menadžment, ljudski resursi, emocionalna inteligencija

Emotional Intelligence of Managers in Times of Globalisation

In times of globalisation, the companies are facing big challenges. This paper strives to open a dilemma; through theoretical and empirical elaboration to give answer to the question of effective functioning of people in the modern organisational design. In that sense, the problem of the manager's practice is obvious; how to improve their socio-emotional, organisational, communication, personal and other abilities for effective management. In that way, the concept of emotional intelligence is actualised and confirmed as a modern psychological paradigm. Determining the relationship of EI with managerial efficiency suggests that managers need to develop the skill of emotional intelligence to become better managers. This research showed that EI is the key ability for successful management, including leadership. The research results can be practically implemented for the support and inclusion of programmes for developing the competencies of emotional intelligence among managers.

Key words: management, human resources, emotional intelligence

Vpliv globalne krize na pomanjkanje delovnih mest

Globalna kriza, ki se je začela v ZDA kot nepremičninska in se prenesla na finančno področje, se širi v dveh smereh: prek ZDA v Evropo in druge dele sveta in iz finančnih trgov nazaj v realno gospodarstvo. Zaradi vztrajne krize že lahko govorimo o veliki depresiji, ki povzroča eno najhujših obdobij brezposelnosti v zadnjih desetletjih. Dolgotrajna brezposelnost močno načne moralo ljudi, njihovo dostojanstvo in samospoštovanje hudo trpita. Delavci, ki so bili daljše obdobje brez službe, obveljajo kot nezaposljivi, to pa pomeni dolgoročno zmanjšanje delovne sile v gospodarstvu, s tem pa tudi njegovih proizvodnih zmogljivosti. Danes smo, tako kot v tridesetih letih prejšnjega stoletja, spet priča težnjam, da vidimo dolgotrajno pomanjkanje delovnih mest kot strukturne probleme, ki jih ne bo mogoče zlahka rešiti preko povečanega povpraševanja in zagona gospodarstva. Če bi bila torej množična brezposelnost posledica dejstva, da preveč delavcem manjka pravega znanja in veščin, bi mnogi delavci, ki to znanje imajo, uživali blaginjo. Pa žal ni tako. Priča smo vsesplošnemu siromašenju, ki se zgodi, ko v gospodarstvu ni zadostnega povpraševanja.

Ključne besede: globalna kriza, delovna mesta, brezposelnost

The Influence of the Global Crisis on Lack of Jobs

The global crisis, which began in the US in real estate and transferred to the financial sector, is expanding in two directions: through the US to Europe and other parts of the world, and from financial markets to the real economy. Due to the persistent crisis, we can already speak about the Great Depression, causing one of the worst global unemployment in decades. Long-term unemployment undermines the values of people, their dignity and self-esteem. Workers who have been unemployed for a long period, are considered unemployable, which means a long-term reduction of the workforce in the economy, and hence its production capacity. As in the 1930s, there is again the trend that the long-term lack of jobs is considered part of structural problems that are difficult to solve by increasing demand and boosting the economy. If massive unemployment were based on the fact that too many workers lack the right knowledge and skills, many workers who have such knowledge, would enjoy prosperity. However, that is not the case. We are witnessing universal impoverishment, which occurs when there is not enough demand in the economy.

Key words: global crisis, lack of jobs, influence

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Globalni trg in zdravila za napredno zdravljenje

Zdravila za napredno zdravljenje (ZNZ) so skupina zdravil, katerih delovanje temelji na genski terapiji, terapiji s somatskimi celicami ali tkivno-inženirskih izdelkih. ZNZ ponujajo bistven napredek glede možnosti za zdravljenje bolezni in poškodb. Tehnologije, ki so omogočile razvoj ZNZ, so nove, zato je bila tudi zakonodaja, ki naj bi uredila proizvodnjo in globalno trženje teh izdelkov, v Evropi prvič sprejeta šele leta 2007. Pri ZNZ je obseg trga pogosto omejen zaradi logističnih zahtev in posebnih lastnosti teh zdravil, zlasti tistih, ki so pripravljena na osnovi živih avtolognih celic. Izjeme na področju ZNZ so t. i. bolnišnične izjeme, ki v nekaterih primerih dovoljujejo proizvodnjo in uporabo takih proizvodov brez centralne evropske registracije, vendar omejeno na nacionalni trg. Drug vidik trženja ZNZ je globalni trg bolnikov. Ta omogoča bolnikom, da se vključujejo v klinične raziskave po vsem svetu. Po drugi strani pa veliki obeti zdravljenja z matičnimi celicami in sorodnih terapij napeljujejo bolnike, da posegajo tudi po nepreverjenih terapijah. Te so na voljo v državah, kjer standardi varnosti uporabe teh zdravil pogosto ne dosegajo standardov, ki veljajo v EU ali drugih razvitih državah.

Ključne besede: globalni trg, zdravila, napredno zdravljenje, medicinski turizem

Global Market and Advanced-Therapy Medicinal Products

Advanced-therapy medicinal products (ATMPs) are medicines for human use that are based on gene therapy, somatic-cell therapy or tissue engineering. They offer groundbreaking new opportunities for the treatment of disease and injury. These therapies rely on new technologies, and the European legislation facilitating global marketing of such products was adopted in 2007. Nevertheless, the market of ATMPs is often limited due to logistic requirements and specific characteristics of these products, especially those that are based on living autologous cells. For these reasons, the so-called hospital exceptions are allowed in certain cases where the use of such products is allowed within national markets. Another aspect of the ATMP marketing is the global market of patients. This allows patients to get involved in clinical trials all over the world. However, the hype of stem cell therapies and other advanced therapies encourage the patient to try treatments in the countries with less or no regulation in this field, where the offered therapies often do not meet the standards of the EU and other developed countries.

Key words: global market, advanced-therapy medicinal products, medical tourism

Nova znanja o motivaciji ljudskog kapitala i modaliteti promjena u globalnom društvu i EU

Analitičari društvenih promjena smatraju da je 1990 godina, nagovijestila uticaj važne grupe faktora, a to su: globalni društveno-ekonomski odnosi i globalne vrijednosti. Fenomen globalizacije doveo je do radikalnih promjena ambijentalnih uslova življenja. Brz razvoj informatičke tehnologije je umanjio značaj prostorne distance, nagovijestio promjene, drugačiji način života. Globalne promjene diktiraju pravila tržišnog i poslovnog ponašanja i utiču na motivaciju ljudskog potencijala. Razumijevanje globalnih promjena je temelj razumijevanja socijalne percepcije ljudskog potencijala, koji je »Gordijev čvor« motivacionih promjena. Stvaranje ambijenta primjerenog motivaciji za kvalitet podrazumijeva napuštanje neefikasnog, rigidnog, monofaktorskog načina motivisanja i uspostavljanje novog, kompleksnijeg i fleksibilnijeg sistema motivacije. Promijene u savremenom društvu zahtijevaju nova znanja i iz motivacije. Poznavanje osnovnih postulata najvažnijih teorija motivacije: Maslowa teorija hijerarhije potreba, Herzbergova teorija, Mek Klilendova i Atkinsonova teorija, Vrumov model, Lavrelov model, Lokova teorija ... Rezultati empirijske studije Krmeta, (2010) ukazuju na važnu ulogu motivacije u ukupnom postignuću ljudskog potencijala i kvalitetnim promjenama u obrazovnom sistemu danas i u budućnosti.

Ključne riječi: motivacija, ljudski kapital, promjene EU

Now Knowledge on Motivation of Human Capital and Modes of Change in the Global Society and the EU

Analysts believe that social changes in the 1990s indicated the influence of an important group of factors: global socio-economic relations and global values. The phenomenon of globalisation has led to radical changes in living conditions. Fast development of information technology has reduced the importance of spatial distance, and anticipated changes and a different way of living. Global changes dictate the rules of market and business behavior and affect the motivation of human resources. Understanding global changes is the basis of understanding the social perception of human potential, which is the "Gordian knot" of motivational changes. Creating an environment appropriate for stimulating quality implies abandoning inefficient, rigid, monofactorial way of motivating and establishing a new, more complex and more flexible system of motivating. Changes in a modern society require new knowledge of motivation and the knowledge of the basic postulates of the most important theories of motivation: Maslow 's hierarchy of needs theory, Herzberg 's theory, MacClilends and Atkins theory, Lavrels model, Locke' s theory, etc. According to the results of empirical studies, Krmeta (2010) points to the important role of motivation in the overall achievement of human potential and qualitative changes in the education system today and in the future.

Key words: motivation, human potential, changes in the EU

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Komparativna analiza strukture državne pomoći u Srbiji i Sloveniji

Državna pomoć je oblik selektivne državne intervencije koji dovodi do favorizovanja primaoca pomoći u odnosu na konkurenciju. Otuda je neophodno kontrolisanje dodeljivanja državne pomoći i njeno usmeravanje u skladu sa određenim principima. U radu je izvršena komparativna analiza dodeljene državne pomoći u zemlji članici Evropske unije (Sloveniji) i zemlji potencijalnoj članici (Srbiji). Cilj je identifikovanje odstupanja i ocenjivanje u kom stepenu ove zemlje svoju državnu pomoć usmeravaju na način koji je u skladu sa određenim pravilima vezanim za ukupni nivo i strukturu državne pomoći.

Ključne reči: državna pomoć, komparativna analiza, Srbija, Slovenija

Comparative Analysis of State Aid Structures in Serbia and Slovenia

State aid is a form of selective government intervention that leads to favouring the aid recipient in relation to the competition. Hence, it is necessary to control the allocation of state aid and its direction in accordance with certain principles. This paper presents a comparative analysis of granted state aid in an EU member country (Slovenia) and in a potential member country (Serbia). The goal is to identify variations and evaluate the extent to which the countries direct its state aid in a way that complies with the rules regulating the overall level and structure of state aid.

Key words: state aid, comparative analysis, Serbia, Slovenia

Vloga menedžmenta zdravstvene nege pri preprečevanju izgorelosti

Prispevek obravnava izgorevanje zaposlenih v zdravstveni negi v domovih za starejše. Opisuje vlogo menedžmenta pri prepoznavanju dejavnikov tveganja in vlogo pri preprečevanju izgorevanja. Za zbiranje podatkov smo oblikovali dva modificirana vprašalnika: MBI obravnava izgorelost pri delu, vprašalnik JDI pa obravnava zadovoljstvo pri delu. Koeficient Cronbach alfa je pri vseh agregatnih dimenzijah presegel 0.70. Kolmogorov-Smirnov test normalnosti je pokazal, da se komponente izčrpanosti ne porazdeljujejo normalno. Čustvena izčrpanost: $Z = 6,86$, $p = 0,00$; depersonalizacija: $Z = 1,86$, $p = 0,00$ in znižana osebnostna izpolnitev: $Z = 2,43$, $p = 0,00$. Z bivariantno regresijo smo pridobili statistično značilne povezave med pari: čustvena izčrpanost in depersonalizacija (sig. 0,00, Pearsonov korelacijski koeficient 0.49), znižana osebna izpolnitev in zadovoljstvo z delom (sig. 0,00, Pearsonov korelacijski koeficient 0.82). Uporabili smo neeksperimentalno kvantitativno metodo raziskovanja z opisno kategorijo. Ugotavljali smo psihično in fizično obremenjenost pri delu, neskladja odnosov med oskrbovanci, nadrejenimi, sodelavci in svojci ter podcenjenost tega dela v družbi.

Ključne besede: menedžment, zdravstvena nega, izgorevanje

The Role of Nursing Care Management in the Prevention of Burnout

The paper deals with the burnout of employees in nursing homes for the elderly. It describes the role of management in identifying risk factors and the role in the prevention of burnout. For the collection of data, we designed two modified questionnaires: MBI deals with burnout at work, the JDI questionnaire deals with job satisfaction. The Cronbach alpha coefficient exceeded 0.70 in all the aggregate dimensions. The Kolmogorov-Smirnov test of normality showed that the exhaustion components are not distributed normally. Emotional exhaustion: $Z = 6.86$, $p = 0.00$; depersonalisation: $Z = 1.86$, $p = 0.000$ and reduced personal fulfilment: $Z = 2.43$, $p = 0.000$. Based on bivariate regression, we obtained a statistically significant correlations between the following pairs: emotional exhaustion and depersonalisation (sig. 0.00, Pearson's correlation coefficient 0.49), reduced self-fulfilment and job satisfaction (sig. 0.00, Pearson's correlation coefficient-0.82). We used a non-experimental quantitative research method with a descriptive category of research. We have found physical and psychological burden at work, disparities in the relations between people in care, superiors, colleagues and relatives, and the undervaluation of labour in the society.

Key words: management, health care, burnout, prevention

Uzroci i posledice standardizacije u obrazovanju

Više aspekata globalizacije obrazovanja predstavlja njegovu standardizaciju. Međutim standardizacija pored pozitivnih ima i negativne konotacije, što autor u radu razmatra. Polazno stanovište autora je podsećanje da je obrazovanje važan faktor ekonomskog razvoja pogotovo u eri novih informacionih i komunikacionih tehnologija. Pregled relevantne literature pokazuje da na mikroekonomskom nivou formalno obrazovanje i obuka značajno utiču na produktivnost rada i zarade radnika. Slična je situacija i na makroekonomskom planu, gde ljudski kapital bitno određuje rast agregatne produktivnosti rada, a preko toga i privredni rast. S obzirom na značaj koji ljudski kapital ima za ekonomski razvoj, obrazovanje i obuka radne snage predstavljaju imperativ za svaku zemlju. Izgradnji ljudskog kapitala u obrazovanju mora se posvetiti posebna pažnja, jer je reč o sektoru od strateške važnosti.

Ključne reči: ljudski kapital, obrazovanje, ekonomija znanja, ekonomski razvoj

Causes and Effects of Standardisation in Education

Several aspects of the globalisation of education is its standardisation. However, despite the positive connotations, standardisation also has negative ones, which the author deals with in his work. The starting point of the autor emphasises that education is an important factor in the economic development, especially in the era of new information and communication technologies. According to the review of the relevant literature on the microeconomic level, formal education and training considerably influence the productivity and wages of workers. A similar situation may be found on the macroeconomic level, where the human capital significantly determines the aggregate labour productivity growth, and consequently the growth of the economy. Due to the importance of human capital for the economic development, the education and training of labour force are each country's imperative. A particular attention should be paid to building up the human capital in education, as a sector of strategic importance.

Key words: human capital, education, economic development, knowledge economy

Vloga in pomen kariernih sider za uspešno doseganje delovnih rezultatov

Poleg vlaganja podjetja v razvoj je pomembno tudi vlaganje v ljudi. Pomembni so pravi zaposleni na pravem mestu. Kadrovski menedžment bi lahko pri razgovorih z bodočimi zaposlenimi in že zaposlenimi uporabljal tudi vprašalnik za karierna sidra. Vsakdo je lahko za kakšno delo primeren, pomembno je najti najustrežnejšega kandidata za določeno delo. Ob upoštevanju kariernih sider posameznika in uskladitvi s potrebami podjetja, lahko dosežemo obojestransko korist. Zaposleni bo uspešnejši pri svojem delu in posledično bo tudi podjetje uspešnejše. Z anketo kariernih sider bi se tudi srednješolci lažje odločali za svojo poklicno pot, saj le-ta ponazarjajo individualne razlike med sistemi vrednot in so preizkušen instrument za razvijanje kariere zaposlenih in temelj za oblikovanje psihološke pogodbe med organizacijo in posameznikom. Ko razmišljamo o kariernih sidrih, je treba poudariti, da je vsak posameznik edinstveno bitje s talenti, motivi in vrednotami. Namen našega prispevka je z anketo ugotoviti karierna sidra pri zaposlenih v uspešnem globalnem podjetju.

Ključne besede: karierna sidra, kadrovski menedžment, kariera

The Role and Importance of Career Anchors to Achieve Results at Work

In addition to investing in development, companies should also invest in people. It is important to have the right employees in the right place. The personnel management department could include a questionnaire about career anchors, while interviewing future employees. Everyone is suitable for a job, but it is important to find the most suitable candidate for certain work. If we consider the individual's career anchors and needs of the business, it can be mutual benefit. The employee will be more successful at his work, and consequently, the company will be more successful as well. The survey of career anchors would also help secondary school students decide about their future career path. Career anchors illustrate individual differences of values and are a tested instrument for developing the employee's career and serve as the basis for reaching psychological agreement between the organisation and the individual. When considering career anchors, it should be emphasised that every individual is a unique being with talents, motives and values. The purpose of our paper is using a survey to identify career anchors among employees in a successful global company.

Key words: career anchors, personnel management, career guidance

Humanitarno pravo in njegove kršitve

Mednarodno humanitarno pravo je pomemben del mednarodnega javnega prava in obsega pravila, ki med oboroženimi spopadi ščitijo osebe, ki ne sodelujejo v sovražnostih ali niso več udeležene v njih, ter omejuje uporabo metod in sredstev vojskovanja. Mednarodno humanitarno pravo oboroženih spopadov vsebuje pogodbe ali običajna pravila, katerih izrecni namen je urejati zadeve humanitarne narave, ki se pojavijo kot posledica v spopadu. Iz humanitarnih razlogov omejujejo pravico do proste izbire metod in sredstev vojskovanja ter ščitijo osebe in lastnino, ki jih spopad lahko prizadene. Humanitarno pravo je eno izmed najstarejših delov mednarodnega prava, ki ga je definiral Mednarodni odbor Rdečega križa. Zajema pravno ureditev odnosov med vojskujočimi in ostalimi v spopadu. Vsako kršenje človekovih pravic je kaznivo. Osebe, ki se same ne morejo braniti, potrebujejo zaščito. Humanitarno pravo je zelo obsežno in tu je zajeto mednarodno humanitarno pravo, pravo človekovih pravic in humanitarne organizacije. Ključna pri vseh je humanitarnost, kar pomeni dobrotelost, človečnost, prijaznost.

Ključne besede: mednarodno humanitarno pravo, humanitarnost, Mednarodni odbor Rdečega križa

Humanitarian Law and its Violations

International humanitarian law is an important part of public international law and the scope of the rules to protect persons who do not participate in the hostilities during armed conflicts, or are no longer participating in them, and it restricts the use of methods and means of warfare. International humanitarian law in case of armed conflicts includes contracts or conventional rules, whose explicit purpose is to regulate the affairs of a humanitarian nature that occur as the result of the conflict. For humanitarian reasons, they restrict the right to free choice of methods and means of warfare and protect people and property that may be affected by the conflict. Humanitarian law is one of the oldest parts of international law, defined by the International Committee of the Red Cross. It regulates of the relations between the aggressors and others in the conflict. Any violation of human rights is a criminal offence. Persons who are unable to defend themselves need protection. Humanitarian law is very extensive. This paper deals with international humanitarian law, human rights law and humanitarian organisations. The key to all of them is humanitarian relief, which means charity, kindness, humanity.

Key words: international humanitarian law, humanitarian relief, International Committee of the Red Cross

Global marketing

Najnoviji tokovi u marketingu fokusiraju se na kulturu društva smatrajući da je ona osam puta uticajnija od strategije. Vrednosti kao »kičma« društvene kulture, pokazuju ono što je ljudima prioritet i najvažnije. Kao jedan od glavnih faktora koji može unaprediti konkurentsku prednost naših preduzeća industrije i poboljšati poslovanje je primena marketinga a preduslov za ovo je unapređivanje znanja zaposlenih i korišćenje stranih iskustava. Upravljanje ljudima i potencijalima nije lako, jer je ljudsko ponašanje promenljivog karaktera, a često i nepredvidivo. Da bi se u ovom procesu ostvarili povoljni rezultati neophodno je da se specijalisti za ljudske resurse obučavaju u oblasti psihologije i drugih oblasti, jer čovek u javna preduzeća ne unosi samo svoje znanje i sposobnosti nego i svoje želje i ambicije, svoje nade i očekivanja a isto tako i svoje pozitivne i negativne osobine, kao i stečene navike.

Ključne reči: sistem vrednosti, društvo, industrija

Global Marketing

The newest trends in marketing are focused on the society culture, implying that it (culture) is eight times more influencing than the strategy. As the "backbone" of a social culture, values point out people's priorities and what is the most important to them. One of the main factors that can increase the competitive advantage of our companies and improve business is wider use of marketing on condition that employees' knowledge is upgraded and foreign experience is used. Managing people is not an easy job because human behaviour is changeable and frequently unpredictable. To achieve satisfactory results in this process, it is necessary for the human resources specialists to be trained in the field of psychology and other related fields, reason being that humans bring into the public companies not only their knowledge and capabilities, but also desires, ambitions, hopes and expectations, as well as positive and negative experiences and acquired habits.

Key words: system of values, society, industry

Univerzacija tržišne privrede i njen uticaj na odnose u Evropskoj uniji

Tržišnoj privredi u savremenom društvu i pored razlike u ideološkim shvatanjima i razvoju pokretačkih snaga u pojedinim zemljama ne može se sporiti njen univerzalni karakter. Autor u radu razmatra odnose između globalizacije i univerzacije tržišne privrede. U takvom pristupu on ukazuje na tržišno privređivanje kao faktor koji doprinosi širenju i jačanju globalizacionih procesa. Ali isto tako ukazuje i na negativne posledice te univerzacije koje se ispoljavaju u jazu između pojedinih zemalja sa tržišnom privredom. U takvom pristupu on ukazuje na nove oblike polarizacije sveta i njihove različite geoekonomske interese i političke sukobe. U tom smislu autor zaključuje da je savremeni svet iako na određen način ujedinjen globalnim procesima, on je ipak razjedinjen, što dovodi do raznih sukoba, a može izazvati i kataklizmu sa planetarnim posledicama.

Ključne reči: univerzacija, tržišna privreda, sukob višepolarnog sveta, civilizacijske promene

A Universal Market Economy and its Impact on the European Union Relations

A market economy in a modern society, despite the differences in ideological beliefs and the development of the driving forces, in certain countries cannot be disputed its universal character. This paper discusses the relationship between globalisation and a universal market economy. In this approach, he points to a market economy as a factor contributing to the expansion and strengthening of the globalisation process. On the other hand, he also points out the negative consequences of the universal nature that are manifested in the gap among individual countries with the market economy. In the approach, he suggests new forms of polarisation of the world and their different geo-economic interests and political conflicts. In this context, the author concludes that the modern world, although in a certain way united by global processes, is still divided, leading to a variety of conflicts, which can cause a cataclysm resulting in planetary consequences.

Key words: univerisal, market economy, conflict of multipolar world, changes in civilisation

Uloga znanja u inovaciji odgovornog turizma

Odgovorni turizam podrazumeva planiranje, upravljanje i snažno liderstvo kako bi se minimizirao negativan uticaj turizma na destinaciju i umanjila potencijalna degradacija životne sredine. U post-modernom turizmu koji često nazivamo i odgovornim, znanje kao ekonomski resurs ima dominantnu ulogu u ekonomskom rastu i razvoju. Činjenica je da su u tzv. novoj ekonomiji tradicionalni resursi zamenjeni savremenim (znanjem, visokom tehnologijom, razvijenom informaciono-komunikaciono infrastrukturom). Pored neophodnog obrazovanja, znanje uključuje i ono što smo kroz praksu naučili, a tako implementirano znanje nam obezbeđuje mnoštvo olakšavajućih uslova za rad. Biti inovativan isto je što i biti kreativan, tako da u znanje treba uključiti i kreativnost kao relevantan faktor. S toga cilj rada jeste interpretacija znanja kao najvažnijeg resursa koji treba da obezbedi adekvatno obučeni kadar i upravljačku strukturu u cilju donošenja optimalnih odluka. Iz tako definisanog cilja proizilaze sledeće hipoteze: znanje treba da bude relevantna kategorija ekonomskog i društvenog rasta i razvoja; i turistička industrija u težnji za odgovornim turizmom treba da obezbedi sve neophodne kompetencije za adekvatnu eksploataciju resursa i upravljanje destinacijama. Korišćenje najznačajnijih metoda društvenih nauka u radu očekujemo rezultate koji ukazuju na neraskidivu vezu između ljudskog kapitala i uspešnog turističkog poslovanja u obezbeđivanju odgovornog portfolio.

Ključne reči: inovacija, znanje, odgovorni turizam, implementacija

The Role of Knowledge in Innovation of Responsible Tourism

Responsible tourism includes planning, managing and strong leadership, so the negative influence of tourism onto the destination could be minimised, and potential degradation of the environment could be reduced. In post modern tourism, often known as responsible tourism, knowledge as an economic resource plays a dominant role in the economic growth and development. It is a fact that in the so-called new economy, traditional resources have been replaced by modern ones (knowledge, high tech, developed information-communication infrastructure). Together with the necessary education, knowledge includes everything we have learned through practise, and the knowledge implemented in that way allows better working conditions. To be inovative is the same as being creative, and for that matter, creativity should also be included as a relevant factor. The aim of this paper is interpretation of knowledge as the most relevant resource which should provide adequately trained personnel and management structure in order to make optimal decisions. From such a defined objective derive the following hypotheses: Knowledge should be a relevant category of social and economic growth and development; Tourism industry in the pursuit of responsible tourism should provide all the necessary competencies for the proper exploitation of resources and the management of destinations. Using the most important methods of social sciences in the work, we expect the results to show the unbreakable link between human capital and a successful tourism business in ensuring the responsible portfolio.

Key words: innovation, knowledge, responsible tourism, implementation

Prevodi slovenačke književnosti na stranim jezicima kao modeli interkulturalizma

Literarni prevod kao komunikacija među jezicima i kulturama ima izuzetno značenje. U radu će glavna pažnja biti usmerena najprevođenijim delima slovenačkih pisaca uz korišćenje bogate bibliografije TS Trubar Fondacije u periodu od 1958. do 2006. godine. Preplitanje kultura i identiteta naroda određene regije ukazuje na proširivanje znanja o pojavama i događajima koji osvetljavaju uloge pisaca – prenosilaca ljudskih misli o dostojanstvu čoveka prikazanog kroz akcije glavnih junaka i uloge prevodilaca kao svojevrsnih međulingvističkih komunikatora. Istraživački deo rada odnosiće se na karakteristike razlika prevoda pripovetke Sluga Jemej i njegovo pravo (Hlapec Jemej in njegova pravica) na engleskom jeziku. Ova pripovetka prevedena je i na druge jezike što ukazuje na njene vrednosti potvrđene recepcijom stranih, pre svega, čitalaca koji koriste engleski jezik.

Ključne reči: prevod, strani jezici, engleski jezik, prevodioci, bibliografija

Translations of Slovene literature into Foreign Languages as Models of Interculturalism

A modern society in the conditions of globalisation requires an individual with extremely developed communication competencies. In this paper, the author emphasises the importance of the level of development of the student's communication competencies for their further development and the establishment of successful cooperation with others, because only 'nice word opens even iron doors'. Communication competencies significantly contribute to the development of other key competencies of an individual important for coexistence and further education. A literary text as a special artistic content is an important stimulus for the development of communication competencies of students, but very often it is a "bridge" that provides successful communication with others. A student who was brought up by the example of valuable literary creations easily communicates with others and "builds" a human, positive and progressive social environment necessary for the prosperity of every society.

Key words: communication, competencies, student, literary text, social environment

Vloga in pomen interneta pri iskalcih zaposlitve

Iskanje zaposlitve je proces, ki zahteva organizacijo, načrtovanje, veliko časa in vloženega truda. Pri tem je treba slediti svojim ciljem z jasnim namenom in odločnostjo. Da bi bili uspešni pri tem, je pomembno uporabiti pravilno kombinacijo veščin in načinov iskanja. Vsak se mora zavedati, da trži sebe. Tradicionalni način iskanja dela je v primerjavi z internetnim postal prepočasen in predrag, poleg tega pa je čedalje več tudi zaposlitvenih portalov, ki delujejo izključno preko interneta. Zaposlovanje preko interneta pomeni večjo konkurenčnost med delodajalci, ker lahko vsi iskalci zaposlitve vidijo in primerjajo ponudbe različnih delodajalcev. V prispevku predstavljamo vlogo interneta pri iskanju zaposlitve in najpogosteje uporabljene zaposlitvene možnosti oz. poti anketiranih iskalcev zaposlitve v JV Sloveniji. Ugotovili smo, da internet danes uporablja več kot 95 % vprašanih vsak dan in da anketiranci zaposlitvene možnosti najprej poiščejo na internetu, kar je seveda najbolj enostavno in možno tudi iz domačega naslonjača.

Ključne besede: iskalci zaposlitve, internet, zaposlovanje, zaposlitvene možnosti

The Role and Importance of the Internet to Job Seekers

The process of finding a job requires organisation and planning as well as lots of time and a great deal of effort. It is of utmost importance to follow one's goals with a clear intention and determination. For a successful job search, the right combination of skills and ways of approaching the searching process must be used. It is important to understand that it is ourselves we are marketing. In comparison to an online job search, traditional ways of job hunting have become too slow and too expensive. Furthermore, the number of jobsites is growing rapidly. Finding appropriate candidates online also means stiffer competition among employers, as job seekers can easily compare job offers. The paper presents the role of the Internet in the job search process and the most commonly used employment options in Southeast Slovenia. The results of our survey show that 95 % of our respondents use the Internet on a daily basis with the Internet being the first place they look for when searching for a job, as it is the simplest option available from the comfort of your own home.

Key words: job seekers, Internet, employment, employment options

Investiciona ulaganja u kapitalizaciji ljudskih resursa

Ljudski resursi u teoriji ekonomskog razvoja vrlo često se tretiraju kao najbitniji kapital za ostvarivanje razvojne strategije. Izobilje ljudskih resursa samo po sebi bez investicija ne pridonosi a i ne znači ekonomski razvoj. Investicije u ljudskom kapitalu donedavno je bio marginalni problem. Investicije u ljudskom kapitalu najčešće se izražavaju preko investicije u obrazovanju i istraživačkim procesima rada. Investicije u obrazovanju pridonose ka povećanju nacionalnog dohodka u društvu. Investicija u ljudstvu je isto sto i investicija u industrijske kapacitete (fabrike, industrijske zone, industrijski objekti isl.). Razlike u veličini rizika zbog životnog veka pojedinca i neponovljivog karaktera investicija definise kapacitet ljudskog kapitala a to pak pomaže da se rešavaju veći broj glavnih problema koji su u interesu ostvarivanja strategiskog razvoja društva. Kapitalizacija sadašnje vrednosti ljudskog kapitala sa relevantnim pristupom, ekonomskim, prezentiran je model za merenje i modeliranje odluka za investiranje pretpostavljenog procesa obrazovnog sistema.

Ključne reči: investicije, resurs, kapital, kapacitet, razvitak

Investments in Capitalisation of Human Resources

In the theory of economic development, human resources are very often regarded as the most important capital for the implementation of the development strategy. The abundance of human resources by itself without the investment does not contribute and it does not mean economic development. Until recently, investment in human capital was a marginal problem. Investment in human capital, usually expressed through investment in education and research process of work. Investment in education contributes to an increase in national income in the society. Investment in people is the same as investment in industrial facilities (factories, industrial zone, industrial facilities, etc.). Differences in the risk due to life expectancy and the unique character of the investment define the capacity of human capital, which in turn helps address a large number of major problems in the interest of achieving the strategic development of the society. As the capitalisation of the present value of human capital with relevant economic access, here is a model for measuring and modelling decisions on investing in the assumed process of the education system.

Key words: investments, resource, capital, capacity, development

Obvladovanje nabave je obvladovanje dobaviteljev

Nabavno poslovanje so v zadnjih letih poleg ozkih nalog naročanja in prevzemanja dopolnile tudi trženjske naloge, ki med drugim zajemajo delo z nabavnimi viri, kot so izbiranje, ocenjevanje in razvijanje dobaviteljev. Pravilna izbira dobaviteljev in vlaganje v njihov razvoj terjata začetne investicije, ki pa se večinoma pokažejo za racionalne. Kakovost dobaviteljevih proizvodov in storitev na osnovi potreb in zahtev kupca se na dolgi rok zagotovi le s sistematičnim spremljanjem in z učvrščanjem dobaviteljev. Prispevek se uvodoma osredotoči na celovit sistem kakovosti, na osnovi katerega lahko podjetja izboljšujejo kakovost procesov in produktov, povečujejo učinkovitost in uspešnost poslovanja in na ta način dosegajo večjo konkurenčno prednost na trgu. V nadaljevanju prikažemo ključne pogoje za pravilno izbiro dobaviteljev, predstavimo dobavitelje, ki se jih splača razvijati in opišemo pravilni pristop k razvijanju letih. V zaključnem delu prispevek izpostavi temeljne pridobitve tovrstnega načina upravljanja z dobavitelji. Poslovanje z njimi je zrcalo delovanja nabave. S pravilnim izborom in pravim pristopom razvijanja nabavnih virov se poleg kakovosti proizvodov in storitev ter zanesljivosti in pravočasnosti dobav povečuje tudi zadovoljstvo kupcev. Zmanjšuje se število reklamacij in nivo tveganja, izboljšuje se pogajalska pozicija in povečuje uspeh podjetja kot celote.

Ključne besede: celovit sistem kakovosti, dobavitelji, ocenjevanje dobaviteljev, razvijanje dobaviteljev, proizvodi, storitve

Procurement Management is Supply Management

In addition to the narrow task of ordering and taking-over, purchasing operations have been complemented by marketing tasks in recent years, which also includes work with supply sources, such as the selection, evaluation and development of suppliers. The correct choice of suppliers and investment in their development demands initial investments, which in most cases turn out to be rational. The quality of supplied products and services based on the needs and requirements of our customers is provided in the long run only by systematically monitoring and strengthening suppliers. The article initially focuses on a comprehensive quality system, based on which companies can improve the quality of processes and products, increase the effectiveness and efficiency of operations, and thus achieve a greater competitive advantage in the market. The article goes on to identify the key conditions for the proper selection of suppliers, further on it discusses suppliers that are worth developing and describes the approach for developing them. In the final part, the article sets out the fundamental achievements that this sort of supply management mode accomplishes. Suppliers' performance is a mirror of purchasing operations. A proper selection of supply sources and the right approach to developing them together with quality products and services, reliability and timely deliveries lead to increasing customer satisfaction. The number of complaints and risk levels are reduced, the negotiating position improves and the success of the company as a whole increases.

Key words: comprehensive quality system, selection of suppliers, evaluation of suppliers, development of suppliers, quality of products and services

Naložbene nepremičnine – merjenje in ponovno razvrščanje glede na zakon o računovodstvu

Definicija investicij, ki jo najdemo v poljskem zakonu o računovodstvu, je podlaga za prepoznavanje in razvrščanje naložbenih sredstev v poslovni enoti. Glede na definicijo v računovodstvu bi bila lahko predmet investicije finančna in nefinančna sredstva. Tema prispevka so nepremičnine kot opredmetene investicije. Glavni cilj prispevka je predstaviti problem prepoznavanja, razvrščanja in ponovnega razvrščanja naložbenih nepremičnin. Gre za zelo pomembno vprašanje z vidika skrbnega ravnanja, pri čemer je treba upoštevati premoženjsko-finančni položaj in finančni rezultat določene poslovne enote. Nepravilna razvrstitev nepremičnin lahko bistveno vpliva na kakovost finančnih izkazov.

Ključne besede: naložbene nepremičninne, razvrstitev naložbenih nepremičnin, merjenje lastnosti, ponovna razvrstitev nepremičnin

Investment Properties – Measurement and Reclassification in Light of Accounting Law

The definition of investments found in the Polish accounting law constitutes the basis for identifying and classifying investment assets in a business unit. According to the definition in accounting, the subject of investment could be both financial and non-financial assets. The topic of the following paper are properties as tangible investments. The main aim of the paper is to outline the problem of identifying, classifying and reclassifying investment properties. It is a very important issue from the diligence point of view when considering the asset-financial situation and the financial result of a given business unit. An incorrect classification of properties can have a significant impact on the quality of financial statements.

Key words: investment properties, classification of investment properties, properties measurement, reclassification of properties

Kontrola menadžmenta javnog univerziteta

Cilj istraživanja je da se sagledaju mehanizmi i efikasnost kontrole menadžmenta javnog univerziteta u Republici Srpskoj (Bosna i Hercegovina) i na toj osnovi ukaže na moguća poboljšanja koncepta i načina upravljanja u cilju bržeg napretka javnih univerziteta. Univerzitet u našim uslovima ima obilježja korporacije ali u javnom vlasništvu te su utoliko upravljanje i kontrola specifični. Na bazi teorije javnog izbora pokušali smo identifikovati slabosti upravljanja i kontrole menadžmenta javnih univerziteta. U fokusu pažnje je pitanje doslednog slijeđenje pravila i karakter autonomije univerziteta zbog koje menadžment univerziteta nije adekvatno kontrolisan. Snaga javnosti je nedovoljna da efikasno kontroliše menadžment i njegove rezultate. Uz sve to prisutna je vrlo jaka politizacija kompletnog ekonomskog i društvenog života u zemlji pa je i to teren koji menadžment maksimalno eksploatiše u cilju realizovanja vlastitih interesa što rezultuje uzaludnim rasipanjem javnih resursa.

Ključne riječi: menadžment javnog univerziteta, kontrola menadžmenta univerziteta, javni izbor, autonomija univerziteta

Management Control in Public Universities

The aim of the research is to review the mechanisms and effectiveness of management control in public universities in the Republic of Srpska (Bosnia and Herzegovina), and on this basis indicate the possible concept of an improvement of management in order to speed the progress of public universities. University has the features of public corporations with more specific management and control. Based on the theory of public choice, we tried to identify the weaknesses of management and the control of management in public universities. The focus of attention is the issue of consistently following the rules of the university and the nature of university autonomy as the cause of inadequate control of university management. Public power is insufficient to effectively control the management and their results. Based on that, there is a very strong politicisation of the entire economic and social life of the country, so this is a field that the management exploits to the maximum in order to realise their own interests, which results in wasting public resources.

Key words: public university management, control of university management, public choice, university autonomy

Kvalitativna analiza zadovoljstva z delom v zdravstveni negi

Zadovoljstvo z delom v zdravstveni negi ni povezano le s produktivnostjo, absentizmom in fluktuacijo, temveč tudi s kakovostjo nujenih storitev. Namen raziskave je bil ugotoviti dejavnike, ki vplivajo na zadovoljstvo z delom v zdravstveni negi ter kako zaposleni povezujejo lastno zadovoljstvo z delom s kakovostjo nujenih storitev. V raziskavi, ki je potekala v februarju 2010, je bila uporabljena kvalitativna metodologija. V namenski, kvotni vzorec sodelujočih je bilo vključenih 6 zaposlenih v zdravstveni negi v bolnišnici. Opravljeni so bili polstrukturirani intervjuji. Podatki so bili analizirani s pomočjo metode analize vsebine. Rezultati nakazujejo na neurejena razmerja med zaposlenimi v zdravstveni negi s srednješolsko in visokošolsko izobrazbo. Identificirane kategorije (medosebni odnosi s sodelavci, delovni čas, profesionalni razvoj, avtonomija in odločanje, osebni dohodek, pohvale in priznanja, kakovost zdravstvene nege in posledice nezadovoljstva) potrjujejo številne študije o zadovoljstvu z delom v zdravstveni negi. Iz rezultatov so razvidni ukrepi operativnega menedžmenta, a vendar brez širše in sistematične podpore vrhnjega menedžmenta in prispevka zaposlenih ni moč pričakovati dviga zadovoljstva.

Ključne besede: zadovoljstvo z delom, zdravstvena nega, operativni menedžment, bolnišnice, medosebni odnosi

Qualitative Analysis of Job Satisfaction of Nurses

Satisfaction of nurses is not only related to productivity, turnover rates and absenteeism, but also to the quality of services. The aim of the qualitative research was to identify determinants of nurses' job satisfaction and find out how employees link their own job satisfaction with the quality of rendered services. Qualitative methodology was used. The research was conducted in February 2010. The quota, purposive sample included 6 participants employed in hospital nursing care. The data was obtained using semi-structured interviews and analysed with content analysis. Identified categories (interpersonal relationship with co-workers, scheduling, professional development, autonomy and decision making, pay, praise and recognition, quality of services and consequences of dissatisfaction) are confirmed by numerous studies on nurses' job satisfaction. The results primarily indicate on measures that need to be taken by operational management, but without a broad and systematic support of top management as well employees themselves, increase in job satisfaction cannot be expected.

Key words: job satisfaction, nursing, operative management, hospitals, interpersonal relationship

Obremenjenost zdravstvenih delavcev s stresom in izgorevanje na delovnem mestu

Vse pogosteje poslušamo o stresu in preobremenjenosti na delovnem mestu zaradi prezahtevnosti podrejenih, sodelavcev in nadrejenih. Čeprav zdravstveni delavci običajno vemo, da je lahko to stanje pogubno, se vseeno pustimo zdraviti za depresijo in kronično utrujenostjo. Temeljni dejavniki stresa na delovnem mestu so najpogosteje nerealni cilji, prevelik obseg dela v prekratkem časovnem obdobju, tudi visoka stopnja zahtevnosti del in nalog. Izpeljane prve raziskave na splošni populaciji so pokazale, da je sindrom izgorelosti najpogostejši vzrok v kategoriji psiholoških težav za bolniško odsotnost z dela. Da bi ga uspešno preprečevali, se je v Sloveniji pred dobrim desetletjem pričela v določena podjetja uvajati supervizija. Z raziskavo smo ugotavljali, na kakšen način so zdravstveni delavci obremenjeni s stresom na delovnem mestu, ali kažejo znake izgorelosti in ugotovili, da je je njihova obremenjenost precejšnja, hujših primerov izgorelosti pa nismo beležili. Zelo visoka je stopnja stresa na delovnem mestu, saj se medicinski sestri nalaga ogromno dela tudi izven okvira njenih kompetenc.

Ključne besede: medicinske sestre, supervizija, kompetence

Stress and Burnout of Health Care Professionals in the Workplace

Ever more increasingly, we hear about stress and increased workloads due to too demanding subordinates, colleagues and superiors. Although health professionals usually know that it can be disastrous, professionals still allow themselves to be treated for depression and chronic fatigue. The basic factors of work related stress are most often unrealistic objectives; the scope of work being too large that needs to be completed in too short of a time period with a high degree of complexity. Initial research that included the general population has shown that burnout is the most common cause in the category of psychological problems, followed by absence from work due to sickness. To be successfully deal with this problem, supervisions were introduced in certain companies in Slovenia approximately a decade ago. The purpose of this research was to determine how much stress health care professionals experience in the workplace, whether they show any signs of burnout. It was found that the workload of health care professionals is quite significant, but extreme cases of burnout were not recorded. There is a very high level of stress in the workplace, as nurses are required to perform a great deal of work outside the framework of their competencies.

Key words: nurse, supervision, competencies

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Globalizacija i njen uticaj na rast siromaštva

Globalizacija je proces uspostavljanja kriterijuma i pravila ponašanja u proizvodnoj, finansijskoj, spoljnotrgovinskoj, bankarskoj, vojnoj, ali političkoj i svim drugim sferama života, nametnuta od strane najrazvijenijih zemalja Zapada, kao i univerzalno pravilo posredstvom međunarodnih političkih i ekonomskih institucija, a to su: Svetska trgovinska organizacija (STO), Međunarodni monetarni fond (MMF), Evropska Unija (EU); Nezavanične institucije: G-S, Trilateral a i Masoni. Ciljevi globalizacije su korišćenje komparativnih prednosti i uvođenje različitih vidova eksploatacije, putem korišćenja jeftine radne snage, osvajanja novih tržišta, korišćenje prirodnih resursa, odliva mozgova, itd. Brojni su vidovi globalizacije, od preduzetništva do vojne sile, a njeni nosioci su mega kompanije i međunarodna finansijska oligarhija. Postoje, takođe, i brojni razlozi i subjekti koji se suprotstavljaju globalizaciji, od nesaglasnosti interesa pojedinih razvijenih zemalja sa vodećom ulogom SAD-a, do brojnih protesta od SAD-a do Evrope, Afrike i Azije. Takođe, evidentni su brojni pozitivni i negativni aspekti. Od negativnih aspekata može se istaći sve veće povećanje siromaštva u svetu što potvrđuje činjenica da danas u svetu svaki drugi čovek živi sa manje od dva (2) dolara dnevno. Tome je doprineo nagli razvoj megakompanija i liberalizacija spoljne trgovine.

Ključne reči: globalizacija, siromaštvo, Svetska trgovinska organizacija, Međunarodni monetarni fond, Evropska Unija

Globalization and Its Influence on a Rise in Poverty

Globalisation is the initial process of setting the criteria and rules which should manage the production, foreign trade, banking, military, political and any other sphere of life, is imposed by the most developed Western countries, as an universal normative, by means of international political and economic institutions, as stated bellow: the World Trade Organisation (WTO), the International Monetary Fund (IMF), the European Union (EU); informal institutions: G-S, Trilateral and Masonic organisations. The main perspectives of globalisation are the use of comparative advantages and the introduction of a variety of exploitation modules, by using low-cost manpower, entering new markets, exploiting natural resources, "brain export", etc. There are numerous aspects of globalisation, from enterpreneuring to military forces, and the carriers of this process are mega companies and international financial oligarchy. There are numerous reasons and subjects against globalisation, ranging from disagreement on mutual interest between some developed countries and the leading role of the USA, to numerous protests occuring throughout the USA, Europe, Africa and Asia. In addition, there are a number of positive and negative aspects. Considering the negative aspects, we emphasise a rise in poverty around the world, whereby the statistical data confirmed that every second person in the world is living on two dollars a day. This is also the consequence of a rapid development of mega companies and the liberalisation of foreign trade.

Key words: globalisation, Poverty, Word Trade Organisation, International Monetary Fund, European Union

Pomen interneta in njegova vloga v procesu izobraževanja

Živimo v času, ko se informacijska in komunikacijska tehnologija intenzivno razvija. Širjenje in razvoj informacijske tehnologije sega na vsa področja našega življenja in povzroča spremembe. Vsak dan smo v stiku z novo tehnologijo, drugačnimi metodami in spremenjenimi oblikami dela. Informacijska in komunikacijska tehnologija po vsem svetu spodbujata novo industrijsko revolucijo, zasnovano na informaciji, ki je rezultat človeškega znanja. Veliko vlogo pri tem igra tudi internet. Čeprav je relativno nov medij, ga ljudje vse bolj dojemamo kot nekaj vsakdanjega in nepogrešljivega. Študija strokovne literature in rezultati različnih raziskav so pokazali, da je uporaba interneta zelo prisotna v današnjem načinu življenja in ga nenehno spreminja. Interneta ne moremo več prezreti. Ne samo v tujini, tudi pri nas je postal nepogrešljivo orodje in njegovih uporabnikov je vse več. Internet pomeni tudi novo ikono na področju izobraževanja in učenja. Cilj prispevka je prikazati njegov pomen in vlogo v procesu izobraževanja pri študentih VŠUP Novo mesto.

Ključne besede: informacijska tehnologija, komunikacijska tehnologija, informacijska družba, internet, izobraževanje

The Importance of the Internet and Its Role in the Process of Education

We live in the time of an intense development of information and communication technology. The expansion and development of information technology are part of all the areas of our life, and bring about changes. Every day, we are in contact with new technology, different methods and changed forms of work. All over the world, information and communication technology encourages a new industrial revolution based on information that is the result of man's knowledge. A great role in this is played by the Internet. Although it is a relatively new medium, people increasingly consider it an everyday and indispensable tool. A review of professional literature and the results of various research studies have shown that the use of the Internet is very much present in today's lifestyle and is constantly changing it. The Internet can no longer be ignored. As abroad, it has also become an indispensable tool in Slovenia, and the number of its users is increasingly growing. The Internet also signifies new developments in the field of education and learning. The goal of this paper is to show the importance of the Internet and its use in the process of education. Attention will primarily be paid to the use of the Internet by the students of the School of Business and Management in Novo mesto.

Key words: information technology, communication technology, information society, internet, education process

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Globalno prizorišče in raziskovanje inovacijske uspešnosti

V hitro spreminjajočem se globalnem okolju je inovacijska sposobnost tista, ki omogoča hitro prilagajanje spremembam v mednarodnem prostoru in edina ponuja možnosti za izboljšanje konkurenčnega položaja. Kako lahko država, regija ali podjetje izboljša svoj položaj na konkurenčnem globalnem prizorišču? Odgovor na to vprašanje se skriva v inovacijskem pristopu v podjetjih. Da bi ta lahko izkoristila vse priložnosti, morajo upoštevati številne vidike. Namen tega prispevka je osvetliti pomen inovacij kot dejavnika gospodarskega razvoja, nacionalne konkurenčnosti in razvoja nacionalnega gospodarstva. V ta namen smo analizirali številne vire, da bi predstavili prikaz različnih vidikov inoviranja, različne aktivnosti, povezane z inovacijami in načine organiziranja aktivnosti za izvajanje postopka. Raziskati smo tudi, kateri dejavniki so najbolj vplivali na inovacijsko uspešnost držav članic EU in kako so obravnavani s kazalniki European Innovation Scoreboarda. Prispevek vsebuje kratek pregled teoretičnega in metodološkega okvira za analizo nacionalne inovacijske uspešnosti.

Ključne besede: inovacija, raziskovanje, uspešnost, merjenje inovativnosti

The Global Arena and Research of Innovation Performance

In a rapidly changing global environment, it is innovation that allows quick adaptation to changes in the international arena, as well as offers the possibility to improve the competition position. How can one nation, region or enterprise improve the competition position on global scene? A key concept to answer this question is the innovation approach in enterprises. However, in order to seize the opportunities it opens up, enterprises need to take care of several aspects. The purpose of this paper is to highlight the importance of innovation as a factor of economic development, national competitiveness and development of national economy. We analyse data from several sources to give a snapshot of different aspects of innovation, different activities associated with innovation and ways of organising these activities to create a process. The paper aim is also to explore what factors have been the most influential in the innovation performance of EU countries, and how they are captured by the European Innovation Scoreboard indicators. In paper we give a short overview of the theoretical and methodological framework for analysing national innovation performance.

Key words: innovation, exploring innovation performance, innovation measurement

Globalizacija – menadžment (intelektualni kapital) ključni čimbenik ekonomskog razvoja temeljenog na znanju

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 i raznovrsni aspekti globalizacije (ekonomski, društveni, obrazovni, kulturni, politički, ekološki ...) a odražavaju se na svim poljima života i djelovanja suvremenog čovjeka. U ovom radu sagledat ćemo njezino djelovanje na značaj i ulogu menadžmenta u razvoju ljudskog potencijala kao ključnog čimbenika ekonomskog razvoja na temelju znanja i njegovih kompetencija. Znanje je temeljni razvojni resurs u 21. stoljeću, od presudne važnosti za svaku ekonomiju, a posebno u zemlji tranzicije poput Hrvatske. Ekonomika znanja i uloga menadžmenta razvoja, znanja, inovacija, kreativnosti i karijere neupitno je ključni čimbenik ekonomskog razvoja i primjenjene strategije u razvoju ljudskog potencijala. U ekonomici znanja i menadžment zahtjeva nova znanja, vještine, sposobnosti, umijeća, organizaciju u kojoj je znanje čimbenik razvoja. Najvažnije obilježje ekonomije zasnovane na znanju je da znanje koristi jednako kao input i output.

Ključne riječi: globalizacija, menadžment, obrazovanje, znanje

Globalisation – Management (Intellectual Capital) as a Key Factor of the Knowledge-Based Economy Growth

Globalisation, in the context of economy, is a process that shortens or even eliminates obstacles in an international economic exchange and enhances the economic integration of countries. There are various aspects of globalisation, e.g. economic, social, educational, cultural, political, ecological, etc., which are manifested in all areas of a modern human life. This paper will examine the effect globalisation has on the role of management and its importance on developing human potential, as a key factor of the knowledge-based economy growth and accompanying competencies. Knowledge is the basic developing resource of the 21st century and is crucial for every economy, especially for the economy of transition countries such as Croatia. The knowledge economy and the role of management in development, knowledge, innovation, creativity, and career are key factors of economic development and are crucial for the application of its strategy in human potential development. The knowledge economy and management require new knowledge, skills, abilities, talents and an organisation where knowledge is a factor of development. The most important characteristic of the knowledge-based economy is its use of knowledge, both as input and output.

Key words: globalisation, management, education, knowledge

Pomen poslovno-informacijske arhitekture za uspešnost upravljanja poslovnega sistema

Vzpostavitev in upravljanje poslovno-informacijske arhitekture (v nadaljevanju PIA), katere pomemben del je tudi popis in upravljanje poslovnih procesov, se je tako v podjetjih kot v javni upravi izkazalo za koristno orodje, ki omogoča izboljšanje obvladovanja poslovnega sistema. Uporaba in upravljanje PIA poslovnemu sistemu omogoča učinkovitejše uresničevanje poslanstva in ciljev, njihovo povezanost s poslovnimi procesi, ter nadaljnje celovito upravljanje informacijskega sistema. Boljša usklajenost med poslovno in informacijsko domeno, povezanost strateškega in operativnega nivoja ter celovito merjenje in izboljševanje učinkovitosti vseh gradnikov PIA, so zelo pomembni za uspešno obvladovanje celotnega poslovnega sistema in področja informatike v njem. V prispevku predstavimo najsodobnejše pristope PIA in koristi njihove uvedbe v različnih vrstah poslovnih sistemov. Še posebej preučimo pomen in koristnost PIA za celovito obvladovanje področja informatike. Opišemo zrelost praks PIA v slovenskih poslovnih sistemih, kot smo jih spoznali preko številnih projektov in skozi raziskavo o praksah upravljanja informatike, ki je bila izvedena v letu 2012. Na koncu dodamo še nekaj napotkov slovenskim vodjem informatike za dvig zrelostne ravni tega pomembnega področja.

Ključne besede: poslovno-informacijska arhitektura, arhitekturno ogrodje, upravljanje poslovnega sistema, upravljanje informatike

The Importance of Enterprise Architecture for Effective Corporate Governance

The establishment and management of an enterprise architecture (hereinafter referred as EA), which also includes the management of business processes, proved to be a successful tool for corporate governance in companies and public administration. The use and management of EA allows more efficient realisation of the enterprise mission and goals, their integration with business processes and further integrated management of the information system. Better business-IT alignment, strategic and operational level integration, as well as a comprehensive measurement and improvement of EA components, are very important for the successful corporate and IT governance. In this paper, we present the state of the latest EA approaches and benefits achieved by different enterprises when implementing EA. In particular, we consider the importance and usefulness of EA for the comprehensive IT governance. We describe the maturity of EA practices in Slovene business systems, as we have learned through many projects and through the research on IT management practices, which was conducted in 2012. Finally, we provide Slovene CEOs with some recommendations for raising the maturity level of this important area.

Key words: enterprise architecture, enterprise architecture framework, corporate governance, IT governance

Obrazovanje i kultura

Autor rada ističe vezu između obrazovanja i kulture u širem društvenom kontekstu. Multikulturalnosti u društvu i školi koja treba da pruži obrazovanje za ceo život, doprinose strana kultura, jezičke komunikacije, kulturne razlike i kvalitetno obrazovanje. Posebnu vrednost predstavlja književno stvaralaštvo kao neraskidivi element opšte kulture i obrazovanja. Naše bavljenje fenomenom kulturnih obrazaca u književnosti potvrdiće se proznim ostvarenjima pisaca Grozdane Olujić i Antoana Sent Egziperija. Dva pisca na različite načine prezentuju svoje kulturne identitete kroz dijaloge junaka, svoje monologe, kratke forme kao što su poslovice, maksime i aforizmi. U njihovim tekstovima oslikan je život viđen sa različitih nivoa i pozicije usmeren na humanizam kao univerzalnu vrednost.

Cljučne reči: obrazovanje, kultura, književnost, kulturni identitet

Education and Culture

The author of this paper emphasises the connection between education and culture in a wider social context. Multiculturalism in society and school which is supposed to provide education for life is contributed by foreign culture, linguistic communication, cultural differences and qualitative education. Special value is given to literary creation as an inseparable element of general culture and education. Our dealing with the phenomenon of cultural patterns in literature will be supported by works of prose by Grozdana Olujić and Antoine de Saint-Exupéry. The two writers in different ways present their cultural identities through heroes' dialogues, their own monologues, and short forms such as proverbs, maxims and aphorisms. Their texts reflect the life seen from different levels and the position focused on humanism as a universal value.

Key words: education, culture, literature, cultural identity

Primena SVR modela za procenu volatilnosti berzanskih indeksa zemalja u okruženju

Sistemi poslovne inteligencije pružaju podršku za odlučivanje i deljenje informacija u složenom i turbulentnom poslovnom okruženju. Primenom poslovne inteligencije potrebne informacije su dostupne u svakom trenutku, najčešće kao istorijske vremenske serije, čime se poboljšava informaciona baza za odlučivanje i smanjuje rizik od pogrešnih odluka u poslovanju. U ovom radu koristimo Support Vector Regression (SVR) za predviđanje volatilnosti berzanskih indeksa i Value-at-Risk (VaR) procenu. Za analizu i modeliranje su korišćene finansijske vremenske serije bazirane na dnevnim tržišnim indeksima berzi u okruženju: Srbija (BELEX), Hrvatska (CROBEX), Slovenija (SBITOP) i Mađarska (BUX). Preliminarna statistička analiza pomenutih serija pokazuje da svi tržišni indeksi odstupaju od pretpostavke normalne distribucije i da je prisutna nelinearnost u podacima, što sugeriše upotrebu nelinearnih alata veštačke inteligencije. U ovom radu koristimo SVR model, primenom alata Oracle Data Miner, na bazi procene petodnevne standardne devijacije. Rezultati modeliranja sugerišu na opravdanost korišćenja pomenutog modela, kao i da su rezultati koji se dobijaju ovakvim modeliranjem na nivou ili bolji od rezultata koji se dobijaju primenom standardnih metoda.

Ključne reči: sistem poslovne inteligencije, SVR model, berzanski indeksi zemalja u okruženju

The Use of the SVR Model for Assessing the Volatility of Stock Market Indexes of Neighbouring Countries

Business intelligence systems provide support for decision-making and information sharing in a complex and turbulent business environment. The use of business intelligence makes the necessary information available at any moment, most often as historical time series, which improves the information basis for decision-making and reduces the risk of making poor decisions in business. In this paper, we applied Support Vector Regression (SVR) for forecasting the volatility of stock market indexes and the Value-at-Risk (VaR) assessment. The analysis and modelling are based on financial time series founded on daily stock market indexes in neighbouring countries: Serbia (BELEX), Croatia (CROBEX), Slovenia (SBITOP) and Hungary (BUX). The preliminary statistical analysis of the aforementioned series shows that all the market indexes deviate from the assumption of normal distribution, and that there is nonlinearity in the data, which suggests the use of nonlinear tools of artificial intelligence. In this paper, the SVR model is applied using the Oracle Data Miner tool, based on the assessment of a five-day standard deviation. The results of modelling suggest that the use of the aforementioned models is justified, as well as the results obtained by such modelling are the same or even better than the results obtained by the use of standard methods.

Key words: business intelligence system, SVR model, stock market indexes of neighbouring countries

Komunikacione kompetencije učenika i socijalno okruženje

Savremeno društvo u uslovima globalizacije zahteva pojedinca sa izrazito razvijenim komunikacionim kompetencijama. U radu ističemo značaj razvijenosti komunikacionih kompetencija učenika za njegov dalji razvoj i uspostavljanje uspešne saradnje sa drugima, jer samo »lepa reč gvozdena vrata otvara«. Komunikacione kompetencije značajno doprinose razvijanju drugih ključnih kompetencija pojedinca važnih za suživot i dalje obrazovanje. Književni tekst kao poseban umetnički sadržaj važan je podsticaj razvoju komunikacionih kompetencija učenika, ali često i »most« za uspostavljanje uspešne komunikacije sa drugima. Učenik koji je vaspitavan na primeru vrednih književnih dela lako uspostavlja uspešnu komunikaciju sa drugima i »gradi« humano, pozitivno i progresivno socijalno okruženje neophodno za prosperitet svakog društva.

Cljučne reči: komunikacija, kompetencije, učenik, književni tekst, socijalno okruženje

Communication Competencies of Students and the Social Environment

Under conditions of globalisation, a modern society requires an individual with extremely developed communication competencies. In this paper, the author emphasises the importance of the level of development of the student's communication competencies for their further development and the establishment of a successful cooperation with others, because only 'a kind word opens even the iron doors'. Communication competencies significantly contribute to the development of other key competencies of an individual that are important for coexistence and further education. A literary text as special artistic content is an important stimulus for the development of communication competencies of students, but it is very often a 'bridge' that provides successful communication with others. A student who was brought up by the example of valuable literary creations easily communicates with others and 'builds' a human, positive and progressive social environment necessary for the prosperity of every society.

Key words: communication, competencies, student, literary text, social environment

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Upravljanje promocijom u savremenim uslovima poslovanja

Karakteristike današnjeg marketing komuniciranja se menjaju. U savremenim uslovima globalizacije, masovna tržišta se sve više fragmentiraju, tako da se i prodavci sve više udaljavaju od masovnog marketinga. Razvijaju se fokusirani marketing programi koji služe da se uspostave bliski odnosi sa kupcima na mnogo uže definisanim mikro-tržištima. Velika poboljšanja u komunikacionoj i informacionoj tehnologiji su ubrzala kretanje ka segmentiranom marketingu. Nova informaciona tehnologija omogućava efikasnije upoznavanje preduzeća sa potrebama kupaca, zahvaljujući brojnijim i pouzdanijim informacijama o potrošačima na nivou pojedinca i domaćinstva, organizacija i institucija. Brzi razvoj tehnologije poslednjih godina, razbio je masovno tržište i učinio zastarelim mnoge tradicionalne tehnike masovnog marketinga. S tim u vezi, mogućnost interaktivnog komuniciranja putem novih medija, dozvoljava prodavcu da jasno formuliše promociju i da informaciju prosledi na pravo mesto i u pravo vreme, bez obzira na geografsku lociranost. Pojava novih elektronskih medija promenila je i ulogu kupaca u savremenoj tržišnoj privredi, obezbedivši mu neposrednu komunikaciju sa ostalim učesnicima koji direktno, ili indirektno, utiču na zadovoljavanje potreba.

Ključne reči: promocija, marketing komuniciranje, interaktivno komuniciranje, menadžment marketing

Promotion Management in Contemporary Business

The characteristics of today's marketing communications are changing. Under the modern conditions of globalisation, the mass market is more fragmented, so the sellers are increasingly moving away from mass marketing. They develop focused marketing programmes that establish close relationships with customers in more narrowly defined micro markets. Great improvements in communication and information technology have accelerated the movement towards segmented marketing. New information technology allows companies to more effectively meet the needs of their customers, thanks to more and more reliable information about consumers at the level of individuals and households, organisations and institutions. The rapid development of technology in recent year has broken the mass market, which resulted in many obsolete traditional techniques of mass marketing. In this regard, the possibility of interactive communication via new media allows the seller to clearly formulate and promote that information forward in the right place at the right time, regardless of geographical location. The advent of new electronic media has changed the role of buyers in today's market economy, providing them direct communication with other participants who directly or indirectly influence the satisfaction of needs.

Key words: promotion, marketing communications, interactive communications, management, marketing

Vpliv kritičnih organizacijskih dejavnikov na učinkovito uporabo rešitve CRM

V prispevku obravnavamo vprašanje učinkovite uporabe rešitev CRM (upravljanje odnosov s strankami). Pri razvoju konceptualnega modela smo upoštevali model TAM. Pri pregledu literature smo ugotovili, da raziskovalci preučujejo številne kritične organizacijske dejavnike in jih povezujejo z uspešnostjo, učinkovitostjo, izvajanjem in uporabo informacijskih rešitev. Raziskovalci uporabnost informacijskih rešitev pogosteje povezujejo z dejavniki na ravni posameznika in manj na ravni celotne organizacije ter njene naravnosti. V konceptualnem modelu obravnavano vprašanje povezujemo s kritičnimi organizacijskimi dejavniki (procesna, tehnološka in inovativna naravnost organizacije), ki vplivajo na učinkovito uporabo rešitve CRM. Organizacijski dejavniki se odražajo v treh vrstah naravnosti – v procesni, tehnološki in inovativni. V prispevku je podrobno predstavljen konceptualni model in organizacijski dejavniki. Izvirmost se odraža v konstruiranju konceptualnega modela, ki vključuje uporabo rešitve CRM na ravni celotne organizacije in kritične organizacijske dejavnike. Izhodišča konceptualnega modela nam omogočajo njegovo nadaljnje empirično preverjanje.

Ključne besede: rešitve CRM, procesna naravnost, tehnološka naravnost, inovativna naravnost, modeli, tehnologija (TAM)

Critical Factors within Organisations Influencing Effective Use of CRM Solutions

In the paper, issues of effective use of customer relations management (CRM) solutions are discussed. The developed conceptual model is based on the Technology Acceptance Model (TAM). In the literature, researchers analyse several important organisational factors and connect them to the performance, effectiveness, implementation and use of CRM solutions. Researchers often connect the usefulness of CRM solutions with the individual level of customers, and less with the level of the organisation and its orientations. In the model, these issues are contained in a set of organisational factors (process, technological and innovation orientation of organisations) influencing the effective use of CRM solutions. Organisational factors are reflected in three types of orientations – in process, technological and innovation orientation of companies. In the paper, the conceptual model is presented and organisational factors are discussed in greater detail. The original value of this paper is especially in the constructed conceptual model that combines the use of CRM solutions at the level of an organisation and critical organisational factors. The platform of the conceptual model enables future empirical testing.

Key words: CRM solutions, process oriented organisation, technological oriented organisation, innovation oriented organisation, Technology Acceptance Model (TAM)

Kompetence – največja vrlina in prednost zaposlenih v operacijskem bloku UKC Ljubljana

Kompetence imajo zelo različen pomen, predvsem se čuti, da bi radi z njimi dobili nadomestek za vse potrebne zmožnosti in lastnosti posameznikov, ki jih organizacije iščejo za posamezna delovna mesta. Zaradi različnega pomena in razumevanja besede kompetence nas je zanimalo, kako le-te razumejo operacijske medicinske sestre v UKC Ljubljana in koliko jih izpolnjujejo, kar je tudi cilj raziskave. Zastavili smo si pet raziskovalnih vprašanj, na katera smo si odgovorili v empiričnem delu. Ta del naloge temelji na raziskavi, opravljeni po metodi spraševanja v obliki anketnega vprašalnika. Gre za kvantitativni način pridobivanja podatkov anketirancev s pomočjo vprašanj zaprtega tipa. Od operacijskih medicinskih sester se pričakuje visoka kakovost dela, in sicer tako od nadrejenih kot tudi od samih pacientov. Odgovornost do dobro oziroma pravilno opravljenega dela je samoumevna in zato menimo, da je pogoj za tako opravljeno delo dobro poznavanje kompetenc.

Ključne besede: kompetence, medicinske sestre, varno okolje, operacijske sobe, profesionalnost, timsko delo

Competencies – the Greatest Virtue and Advantage of Employees in the Operating Ward of the Ljubljana University Medical Centre

Competencies have different meanings. It often seems that they are a substitute for all the necessary skills and traits of individuals that organisation seek for individual jobs. Due to the different meanings and understading of the word competencies, we were interested in how the word is understaood by nurses at the Ljubljana University Medical Centre and how many competencies they have, which is the goal of the research. We posed five research questions, which provided answers in the empirical part. This section of the paper is based on the research conducted by means of a survey questionnaire. We used a quantitative method of gathering data from respondents using closed-type questions. Operating nurses are expected to ensure a high level of quality at work, by both superiors and patients. The responsibility for good and accurate work is taken for granted and we therefore believe that a condition for such work is good knowledge of competencies.

Key words: competencies, nurses, safe environment, operating rooms, professionalism, teamwork

Upravljanje in razvoj ključnih kadrov v Operacijskem bloku UKC Ljubljana

V današnjih časih, ko se srečujemo z vedno novimi problemi, ki nam jih narekuje recesija, so bistvene za ustvarjanje dodane vrednosti delovni organizaciji inovativnost, ekonomičnost, racionalnost, dinamičnost in fleksibilnost. Kateri so torej tisti zaposleni, ki premorejo vse te karakteristike? Vsaka delovna organizacija si bo morala sama poiskati odgovor na to vprašanje, saj je pomembno, kakšna je njena strategija, vizija in poslanstvo. Pojem človeški kapital je postal zanimiv kot sestavni del intelektualnega kapitala in ga raziskovalci z velikim zanimanjem preučujejo že zadnjih dvajset let. Tako nas je zanimalo predvsem, kakšno sliko imajo zaposleni v Operacijskem bloku UKC Ljubljana glede pojma ključni kadri ter njihovega upravljanja in razvoja v delovni organizaciji. Raziskava je pokazala, da imajo zaposleni relativno dobre možnosti za razvijanje delovnega in strokovnega potenciala. To je vsekakor vzpodbuden podatek, saj je tako omogočena kakovostna in vama zdravstvena obravnava pacienta, ki je prioriteta vsakega izvajalca zdravstvenih storitev, ne glede na položaj oziroma poklicno skupino.

Ključne besede: zaposleni, človeški kapital, kakovost, zdravstvena nega

The Management and Development of Human Resources in the Operating Ward of the Ljubljana University Medical Centre

In these times – when being faced with ever new problems dictated by the recession – innovation, economy, rationality, dynamism and flexibility are essential for providing added value to an organisation. Therefore, which employees possess all these characteristics? Each organisation will have to find the answer to the given question on its own because it depends on its strategy, vision and mission is. The term human capital has become interesting as an integral part of the intellectual capital and has been researched with great interest for the last twenty years. We have, therefore, been intrigued by the image of the employees of the Operating Ward of the Ljubljana University Medical Centre regarding the term key personnel and their management and development in an organisation. The research has shown that the employees of the Operating Ward have relatively good opportunities for developing their working and professional potential. This is definitely an encouraging piece of information since the quality and safe health care of the patient, which is the priority of any health care provider regardless of the status or occupational group, is thus enabled.

Key words: key personnel, human capital, quality and safe health care

Avtentično vodenje v zdravstveni negi – potreba in vidiki

Menedžment nepridobitnih organizacij, med katere spada tudi javno zdravstvo, se razlikuje od menedžmenta podjetij, saj mora biti ta poučen tudi z medicinskega področja. Mayer (2004) navaja, da njegove več kot dvajsetletne izkušnje z raznovrstnimi slovenskimi organizacijami, med katerimi so tudi zdravstvene, kažejo, da v naši kulturi prevladuje vzorec avtoritarnega vodenja. Ugotovitve v raziskavi avtorjev Skela in Pagon (2007) kažejo, da bo treba pri vodenju v zdravstvu narediti veliko sprememb. Izzivi, kot so globalna konkurenčnost, ekonomska in moralna kriza, za menedžerje predstavljajo potrebo po uvajanju novih konceptov vodenja. Zavedati se morajo, da so človeški viri najpomembnejši del organizacije. Tudi zdravstvena nega se tem izzivom ne bo mogla izogniti. Timsko delo in potreba po neprestanem izobraževanju zahtevajo spremembe tudi pri vodenju tima zdravstvene nege. Avtentično vodenje predstavlja izziv za učečo se organizacijo, strateško ravnanje s človeškimi viri in vodenje v skladu z lastno osebnostjo in vrednotami, ki jim zaposleni zavestno sledijo. V raziskavi smo ugotavljali, ali v zdravstveni negi obstaja avtentično vodenje.

Ključne besede: menedžment, vodje, zdravstvena nega, avtentično vodenje

Authentic Leadership in Nursing Care – Needs and Views

Managing non-profit organisations, including public health, is different from managing profit organisations because management leaders must have good medical knowledge. Mayer (2004) states that more than twenty years of experience with a variety of Slovenian organizations, including the WHO, shows that the prevailing pattern in our culture prevalent is authoritarian leadership. The findings of the research results of the authors Skela and Pagon (2007) suggest that it would be necessary to make a lot of changes in the conduct of health care. The challenges posed by global competition, the economic and moral crisis encourage managers to introduce new concepts of management. They should be aware that human resources are the most important part of the organisation. Even health care will not be able to avoid these challenges. Teamwork and the need for continuous education require changes in the management of the health care team. Authentic leadership is a challenge for a learning organisation, the strategic management of human resources and management in accordance with their own personality and values that employees consciously follow. In this study, we will assess whether authentic leadership exists in health care.

Key words: management, leaders, health care, authentic leadership

Zadružništvo – temelj razvoja socialnega podjetništva

Zadružništvo se je razvilo iz potreb ljudstva. Njegov prvotni namen je bil, da bi si člani medsebojno pomagali in da bi zadruga pripomogla k izboljšanju njihovega položaja na gospodarskem trgu. V tem smislu zadruge opravljajo socialno funkcijo. Socialna ekonomija in socialno podjetništvo tako v mnogih državah predstavljata resno alternativo tržni ekonomiji. V razvitih državah zadruge predstavljajo pomemben steber socialnega podjetništva in družbene ekonomije z ustvarjanjem novih delovnih mest, pa tudi kot prispevek k bruto domačem proizvodu. Temeljni namen delovanja zadrug je izboljšati konkurenčno sposobnost njenih članov in tako povečati učinkovitost njihovih gospodarstev na trgu. Zadružništvo na Slovenskem ima že več kot 100-letno tradicijo. V bodoče bo treba ljudi vzpodbuditi, da se sami organizirajo in poiščejo inovativne poti za izboljšanje svoje ekonomske situacije z uveljavljanjem zadružnega poslovnega modela.

Ključne besede: zadruga, zadružništvo, zadružna načela, socialna ekonomija, socialno podjetništvo

Cooperativism – the Basis for the Development of Social Entrepreneurship

Cooperativism developed from the needs of people. Its original purpose was to help one another and make the cooperative help them improve their position in the market. In terms of improving the situation in the economic market, cooperatives have a social function. Thus, social economy and social entrepreneurship in many countries present a serious alternative to the market economy. In developed countries, such cooperatives are an important pillar of social entrepreneurship and social economy in terms of creating new jobs and contributing to the gross domestic product. The basic purpose of cooperatives is to improve the competitive ability of their members and thus increase the efficiency of their holdings on the market. Cooperativism in Slovenia has more than 100 year tradition. In the future, people will be encouraged to organise themselves and seek innovative ways to improve their economic situation through the use of a cooperative business model.

Key words: cooperatives, cooperativism, cooperative principles, social economy, social entrepreneurship

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Opazovanje kot najučinkovitejša metoda pri izbiri kadra

Opazovalni razgovori s kandidati kot bodočimi zaposlenimi temeljijo na pregledu kandidatovega ozadja. Rezultati običajno vsebujejo preverjanje kandidata glede njegovih prejšnjih zaposlitev, premoženjsko stanje in nekaznovanost. V zadnjem času so te metode postale nujne za vse organizacije, ki so poročale o malomarnosti in nepravilnostih pri tradicionalni izbiri kandidatov. Najpogostejše so določene organizacije, ki zahtevajo posebne kompetence in osebne lastnosti od kandidata. Te organizacije so gospodarske zbornice, bvanke, policija, vladne ustanove, svetovalne hiše idr. Sodoben način življenja zagovarja promocijo in izvedbo novih tehnik in metod za izbiro kandidatov, ki ne veljajo za 'standardne'. Opazovalni razgovori ne zagotavljajo, da bo izbran idealen kandidat, vendar lahko izločijo kandidate z latentnimi ali neprejemljivimi lastnostmi, ki niso v skladu z določenim položajem.

Ključne besede: človeški viri, opazovalna metoda, izbira, delovne izkušnje, premoženjsko stanje, nekaznovanost

Screening as the Most Efficient Method in the Employment Selection

The screening of candidates as potential employees is based on the research of the candidate's background. The results usually include the verification of previous employment, credit history and criminal background. Lately, these methods have been the necessity for all the organisations that reported negligence and irregularities during the traditional selection of candidates. The most common are specific organisations which require special competencies and personality traits from the candidate. These organisations are chambers of industry and commerce, banks, police, government institutions, consulting houses, etc. The modern way of life dictates the promotion and implementation of new techniques and methods for selecting candidates, which are not considered a "standard". Screening does not ensure that the ideal candidate is selected, but it may eliminate any candidates with latent or unacceptable characteristics that are not in the accordance with the specific position.

Key words: human resources, screening method, selection, work experience, credit history, criminal history

Reševanje konfliktov na delovnem mestu

Konflikti so sestavni del našega življenja, prisotni so tako doma kot na delovnih mestih. Pojavljajo se med dvema oseba, v prijateljskih odnosih, v večjih skupinah. Že sam pogovor lahko pripelje do konflikta. Tudi med zaposlenimi velikokrat pride do konfliktov, te pa moramo znati prepoznati in jih rešiti. Konfliktov ne smemo razumeti kot popolnoma negativen pojav. Brez določene stopnje konfliktov člani tima ne delujejo tako ustvarjalno in niso pripravljeni prevzeti večjega tveganja, kar sčasoma ustvari dolgočasno delovno okolje. Na prvo mesto moramo postaviti komunikacijo, saj je le-ta pomembna za dobre odnose v osebnem življenju in na delovnem mestu. Kakšna je naša komunikacija, pa je odvisno predvsem od nas samih, kar smo ugotovili tudi v raziskavi, ki smo jo izvedli v manjšem podjetju. Od posameznika je odvisno, katerih strategij se poslužuje za preprečevanje in reševanje konfliktov. Za dobre odnose med zaposlenimi je pomembno veliko stvari in, kot smo že omenili, da znamo nekaj, kar hočemo narediti, dobro predstaviti, povedati in paziti, da z besedami in dejanji ne prizadenemo svojih sodelavcev.

Glavne besede: komunikacija, medicinske sestre, timi, delovno okolje

Resolving Conflicts in the Workplace

Conflicts are an integral part of our lives and are present both at home and in the workplace. Conflicts occur between two people, in friendships, in larger groups. Discussions can also lead to conflict. Even among employees conflicts often occur and these have to be identified and resolved. Conflict should not be seen as an entirely negative phenomenon. Without a certain degree of conflict, team members are not as creative and are not willing to take greater risks, which eventually creates a dull working environment. Communication should be placed in the first place, as this is important for a good relationship, both in personal life and at work. The type of communication largely depends on us as individuals, which was also determined in this study, which was conducted in a smaller company. In addition, it depends on the individual which strategies are used to prevent and resolve conflicts. For good relations among employees, many things are important, and as it has been mentioned, we have to be able to present well, explain and to be wary not to offend our colleagues with words and actions.

Key words: communication, nurse, team, work environment

Obezbeđivanje kvaliteta u visokom obrazovanju

Kvalitet u visokom obrazovanju predstavlja kontinuirani proces kojim se obezbeđuje ispunjenje dogovorenih standarda. Dogovoreni standardi trebalo bi da obezbede da svaka visokoobrazovna ustanova ima potencijal za ostvarivanje visokog kvaliteta i visokih rezultata. Obezbeđivanje kvaliteta odnosi se na sredstva ili procese sa kojima visokoobrazovna ustanova garantuje da standardi i kvalitet obrazovanja nude održivost i unapređjenje. Da bi mogla visokoobrazovna ustanova (VOU) da naglasi svoj kvalitet, ista treba da stvori uslove za njegovo obezbeđivanje. Obezbeđivanje kvaliteta uključuje politike VOU i sistemske mere neophodne za sticanje odgovarajućeg uverenja u visokoobrazovni proces da će ispuniti postavljene zahteve za kvalitet. Zahtevi za kvalitet su definisani u više Evropskih i drugih standarda, čiji osnovni zahtevi i razlike su analizirani u ovom radu.

Ključne reči: kvalitet, visoko obrazovanje, standardi za kvalitet

Quality Assurance in Higher Education

Quality in higher education is a continuous process that ensures the meeting of agreed standards. The agreed standards should ensure that each higher education institution has the potential to achieve high quality and high results. Quality assurance refers to the means or the processes by which the higher institution guarantees that the education standards and quality offer sustainability and development. In order to highlight its quality, the higher education institution should create conditions for quality assurance. Quality assurance includes the policies of the higher education institution and the system measures necessary for gaining suitable confidence that the higher education process meets the established quality requirements. Quality requirements are defined in several European and other standards, the primary requirements and differences of which are analysed in the present paper.

Key words: quality, higher education, quality standards

Fluktuacija in absentizem

Fluktuacija in absentizem sta družbena pojava, značilna za vse organizirane oblike zaposlitev. Predstavljata rezultat obnašanja človeka, ki teži k ravnovesju v svojem poklicnem in osebnem delovanju. Fluktuacija je pomemben organizacijski pojav, ki ga je zaradi vseh spremljajočih posledic treba opazovati, spremljati in preučevati ter nanj tudi ustrezno in pravočasno reagirati. Zadrževanje ključnih kadrov je tako pomembno kot njihovo pridobivanje, zlasti če gre za tiste zaposlene, za katere je znano, da jih bo težko nadomestiti. Absentizem predstavlja resen družbeni, organizacijski in pravni problem. Obstajajo številni dejavniki, ki vplivajo na pojav in obseg zdravstvenega absentizma. Ti dejavniki najpogosteje izhajajo iz delovnega in socialnega okolja in manj iz zdravstvenega stanja zaposlenih. Med seboj se prepletajo in so v medsebojni odvisnosti, nanje lahko vplivamo z različnimi ukrepi na ravni posameznika, delovne organizacije in države. Ukrepe in aktivnosti za preprečevanje ali vsaj omejevanje pojava fluktuacije in absentizma moramo izvajati počasi, načrtno, sistematično in dolgoročno, saj bodo le na tak način lahko privedli do želenega učinka (v korist in zadovoljstvo vseh vpletenih).

Ključne besede: fluktuacija, absentizem, zaposleni, dejavniki, delovno okolje

Fluctuation and Absenteeism

Fluctuation and absenteeism are social phenomena common to all organised forms of employment. They are the result of human behaviour which gravitates towards a balance in work and private life. Fluctuation is an important organisational phenomenon that, due to all the accompanying consequences, should be watched, monitored, studied and responded to in an appropriate and timely way. The retention of key staff is as important as their hiring, especially if they are employees who are difficult to replace. Absenteeism is a serious social, organisational and legal problem. There are many factors which affect the occurrence and level of medical absenteeism. These factors primarily arise from the working and social environment and much less from the state of the employee's health. These factors are intertwined and interdependent, and we can influence them with various measures on the level of the individual, the organisation or the state. The measures and activities to prevent or at least minimise the occurrence of fluctuation and absenteeism must be implemented slowly, intentionally, systematically and on a long-term basis, as only in this way will it be possible to achieve the desired effect (for the benefit and satisfaction of everyone involved).

Key words: fluctuation, absenteeism, employees, factors, work environment

Kakovost v izbranih trgovinah na drobno z vidika zadovoljstva kupcev

V prispevku predstavljamo teoretična izhodišča zagotavljanja kakovosti v trgovinah na drobno, ki se trudijo zadovoljiti in preseči kupčeve potrebe. Danes so trgovine odločene, da bodo razvile tesnejše vezi s kupci in si tako pridobile njihovo zvestobo. Vendar pa zadovoljen kupec še ne pomeni zvestega kupca, zato se morajo trgovine truditi, da bodo ponujale nadstandardne storitve, urejene prodajalne, bogato ponudbo blaga ter njegovo kakovost in sprejemljivo ceno, ki bodo najbolje zadovoljile zahteve in pričakovanja kupcev oziroma odjemalcev, ki so jim storitve namenjene. Ker nas je zanimalo, kako so kupci v občini Celje zadovoljni s kakovostjo in cenami izdelkov ter s hitrostjo postrežbe v trgovinah na drobno, kot so Interspar/Spar, Mercator, Tuš, Lidl, Hofer, Jager in Eurospin, smo opravili raziskavo na vzorcu 567 naključno izbranih anketirancev. Ugotovili smo, da prebivalci občine Celje največkrat kupujejo v trgovini Spar, kjer so tudi najbolj zadovoljni s kvaliteto izdelkov, v trgovinah Eurospin so najbolj zadovoljni s cenami in v trgovini Jager s hitrostjo postrežbe.

Ključne besede: kakovost, zadovoljstvo, kupci, trgovina na drobno

The Quality of Selected Retailers from the Perspective of Customer Satisfaction

The paper presents the theoretical starting points for ensuring quality in retail shops, which strive to meet and exceed the needs of their customers. Today, shops are determined to deepen their relationship with customers in thus gain their loyalty. However, a satisfied customer is not necessarily a loyal customer. Therefore, shops have to try and offer above standard services, appropriate sales area, a wide range of products, good quality and affordable prices that will meet the requirements and expectations of customers, for whom the services are intended. We were interested in the satisfaction of customers in the Municipality of Celje with the quality and process of products as well as the speed of service in retail shops, such as Interspar/Spar, Mercator, Tuš, Lidl, Hofer, Jager and Eurospin, and therefore, we conducted a study using a sample of 567 randomly chosen respondents.

Key words: quality, satisfaction, customers, retail shop

Vloga in pomen interneta pri iskanju zdravstvenih informacij

Dostopanje do informacij, povezanih z zdravjem, še nikoli ni bilo tako enostavno kot danes, saj lahko posamezniki tovrstne informacije pridobivajo iz številnih virov: od zdravstvenih strokovnjakov (zdravnikov) in drugih strokovnih teles, različnih medijev (televizije, radia, interneta, časopisov, revij), različnih podpornih skupin, pa tudi preko interakcij v vsakodnevnem življenju – z družinskimi člani, prijatelji, znanci. Internet, kot eden od medijev, nudi možnost dostopa do številnih spletnih strani, kjer se nahajajo zdravstvene informacije različnih tipov in vsebin. Tako najdemo spletne strani s povsem laično vsebino, napisano s strani nestrokovnjakov, kot tudi spletne strani strokovnega izvora, ki so namenjene zdravstvenim strokovnjakom. E-Zdravje predstavlja nov koncept dostopa do zdravstvenih storitev in izvajalcev, ki temelji na elektronskih storitvah. Pojem e-Zdravje pomeni splošno uporabo informacijskih in komunikacijskih tehnologij pri preprečevanju, diagnosticiranju, zdravljenju in spremljanju bolezni ter pri odločanju o zdravju in načinu življenja. E-Pacient pa omogoča, da na hiter in enostaven način pridemo do informacij o izvajalcih zdravstvene dejavnosti in zdravstvenih storitvah, ki jih opravljajo.

Ključne besede: internet, e-Zdravje, e-Pacient, zdravstvo, bolniki

The Role and Importance of the Internet in Seeking Health Information

Accessing information related to health has never been as easy as today because individuals can obtain such information from many sources: health professionals (physicians) and other professional bodies, various media (television, radio, internet, newspapers, magazines), various support groups, as well as through interaction in everyday life – with family, friends and acquaintances. As one of the media, the Internet provides the ability to access a number of websites where you will find various types of health information and content. Therefore, you can find websites with completely secular content written by a layperson as well as websites of professional origin intended for health professionals. eZdravje presents a new concept of access to health services and providers, based on electronic services. The concept of eZdravje is the general use of information and communication technologies in the prevention, diagnosis, treatment and monitoring of disease as well as in decision-making on health and lifestyle. ePatient allows a quick and easy way to obtain information about health care providers and health services to be performed.

Key words: Internet, eZdravje (eHealth), ePatient, health care, patient

Organizacija timskega dela v zdravstveni negi

Obstaja zelo veliko definicij tima, vendar vse poudarjajo, da je tim delovna skupina posameznikov, ki ima točno določeno delovno nalogo in določen cilj. V okviru zdravstvene nege so torej člani tima na podlagi vzpostavitve dobre delovne klime in etičnih standardov odgovorni za doseganje različnih ciljev. Timsko delo je skupinsko delo posameznikov, ki imajo specifično znanje in ki jih povezujejo delovne naloge, usmerjene k skupnemu cilju. Za sestavo dobrega tima v okviru zdravstvene nege je potrebno dobro poznavanje osebnih in strokovnih kompetenc njenih članov, saj so mogoče še bolj kot poznavanje stroke pomembne osebne lastnosti in sposobnosti posameznikov, ki zmorejo sprejemati in razumeti različna mnenja, drugačnost, odprtost za novosti, toleranco in veliko odgovornosti za svoje odločitve. V prispevku bo na podlagi intervjuja dveh članov zdravstvenega tima (zdravnik in dipl. medicinska sestra) predstavljeno, kakšen pomen pripisujeta timskega delu, katere prednosti in pomanjkljivosti mu pripisujeta, kako reševati nesoglasja znotraj tima, o pomenu motivacije in dobre delovne klime za timsko delo itd. Čeprav je bil intervju opravljen samo z dvema osebama, pa na podlagi analize odgovorov prepoznamo večino elementov, ki jih avtorji opredeljujejo kot bistvene za delovanje uspešnega tima.

Ključne besede: timi, zdravstvena nega, odgovornost, motivacija

Organising Teamwork in Health Care

There are many definitions of a team, but all emphasise that the team is a working group of individuals, which has a well-defined task and a definite goal. Within the framework of nursing care, the members of the team are therefore responsible for achieving different goals based on establishing a good working atmosphere and ethical standards. Teamwork is group work of individuals who have specific knowledge and are connected via working assignments oriented towards the common goal. Good knowledge of personal and professional competencies of members helps combine a good team in nursing care because personal characteristics and capabilities of individuals that can accept and understand different opinions, difference, openness towards innovations or novelty, tolerance and great responsibility for their decisions might be more important than the knowledge of the profession. In the paper, on the basis of an interview with two members of health team (a doctor and a registered nurse), we will try to find out what meaning they both attribute to teamwork, which are advantages and disadvantages, how to resolve disagreements within the team, on the importance of motivation and a good working atmosphere for teamwork, etc. Although the interview was carried out only with two persons, the analysis of their replies shows the majority of elements that the authors define as essential for the operation of a successful team.

Key words: team, health care, responsibility, motivation

Značaj regionalnog pristupa pitanjima zaštite životne sredine u Evropskoj uniji

Sa procesom globalizacije došlo je do radikalne promene pogleda na odnose između životne sredine, siromaštva i ekonomskih promena. Korišćenje oskudnih i skupih resursa i negativne posledice pojedinih privrednih aktivnosti, kao što je zagađenje, ali i primena mnogih mera ekološke politike utiče na poslovni uspeh preduzeća. Suština svih mera ekološke politike je snošenje odgovornosti, u vidu povećanih troškova za zagađenje životne sredine da bi se sačuvala životna sredina za buduće generacije. Zbog opšteg trenda prelaska sa centralne na regionalne i lokalne nivoe vlasti neophodno je uzeti u obzir životnu sredinu u svim politikama i programima regionalnog razvoja. Pritom, neophodno je razmotriti prednosti i nedostatke regionalnog pristupa pitanjima zaštite životne sredine i različitu ulogu zaštite životne sredine u politikama regionalnog razvoja država članica EU. U pogledu proširivanja članstva, zakonodavstvo EU o životnoj sredini postavlja mnoge izazove kandidatima. Treba imati u vidu da je pravno nasleđe EU veoma obimno, kompleksno i skupo, a problemi u životnoj sredini su mnogo značajniji u zemljama kandidatima za pridruživanje EU, nego u zemljama članicama.

Cljučne reči: regionalni razvoj, zaštita životne sredine, Evropska unija, pridruživanje EU

The Importance of a Regional Approach to Environmental Issues in the European Union

With the process of globalisation, there has been a radical change in view of the relationship between the environment, poverty and economic changes. The use of scarce and expensive resources, and the negative consequences of certain economic activities, such as pollution, as well as the implementation of numerous measures of the environmental policy affect business success. The essence of all the environmental policy measures is accountability, in the form of increased costs for pollution in order to preserve the environment for future generations. Due to the general trend of transition from central to regional and local levels of government, it is necessary to consider the environment in all the policies and programmes of regional development. Thereby, it is necessary to consider the advantages and disadvantages of a regional approach to environmental issues and the different role of environmental protection in regional development policies of EU member states. In terms of expanding membership, the EU environmental legislation poses many challenges to candidates. It should be borne in mind that the EU *acquis communautaire* is very extensive, complex and expensive, and the environmental problems are more important in the candidate countries for accession to the EU than in the member states.

Key words: regional development, environmental protection, European Union, accession to the EU

Prepoznavanje dejavnikov uspešnosti zaposlenih kot vsakdanja potreba

V prispevku so obravnavani dejavniki, ki vplivajo na uspešno delo zaposlenih. V organizacijah se izkazujejo predvsem v oblikovanju izdelkov in opravljanju storitev ter v ustvarjanju delovnih okolij, ki spodbujajo produktivnost. Skozi analizo prednosti, slabosti, priložnosti in nevarnosti ugotovimo notranje in zunanje dejavnike, ki vplivajo na uspešnost. V tem okviru se morajo organizacije osredotočiti predvsem na poslovne modele, ki prinašajo dobičkonosnost, usmerjenost v kupce/stranke, nadzor stroškov in upravljanje z zaposlenimi. Prav od zaposlenih, ki so ključni element organizacije, je večinoma odvisen njen celotni uspeh ali neuspeh. Zato je za organizacijo zelo pomembno prepoznavanje ključnih dejavnikov, ki vplivajo na uspeh. Ukvarjanje z dejavniki, ki vplivajo na uspešno delo zaposlenih, organizaciji prinesejo razvoj izdelkov, povečujejo uporabnost ali izboljšave, izboljšuje se vamost in učinkovitost delavcev, povečajo se interakcije delavcev z izdelki in z okoljem. Skratka, prinese jim razvoj, ki temelji na znanju in inovacijah zaposlenih in s tem razvoj gospodarstva, kar se vključuje v prednostna področja Strategije Evrope 2020.

Ključne besede: organizacije, uspešnost, zaposleni

Identifying Employee Performance Factors as an Everyday Need

In the paper, we will discuss factors that affect the successful work of employees. In organisations, the factors are presented mainly in the design of products, in the provision of services and also in the creation of work environments that promote productivity. Through the analysis of strengths, weaknesses, opportunities and threats, we determine the internal and external factors that affect performance. In this context, organisations must focus primarily on business models that deliver profitability, orientate on customers/clients, control costs and manage employees. Employees, who are a key element of the organisation, are also most accountable on its overall success or failure. Therefore, it is very important for the organisation to identify key factors that influence the success. Dealing with the factors that affect the successful work of employees benefit the organisation in product development, increased usability enhancements, improved safety and the efficiency of workers, as well as increased workers interactions with the products and the environment. In short, it brings development based on knowledge and innovations of employees and by that on the development of the economy, which is included in the priority areas of Europe 2020.

Key words: success factors, recognition of the key factors, employees

Projektni menedžment na področju skrbi za duševno zdravje

Področje skrbi za duševno zdravje je aktualno tudi z vidika projektnega menedžmenta, saj se v času gospodarske krize pojavlja problem financiranja dejavnosti za promocijo in vzdrževanje duševnega zdravja ter za kakovostno obravnavo oseb z motnjo v duševnem zdravju. Da bi zagotovili visoko stopnjo inovativnosti v prizadevanjih za izvedbo celotnega projektnega cikla, se pojavlja vprašanje o potekajočih in izvedenih projektih na področju duševnega zdravja, še posebej za projekte, povezane z depresijo. Za namen izbora relevantnih projektov, ki potekajo v Sloveniji ali v tujini, je bila izbrana metoda analize vsebine objav v obliki poročil ali znanstvenih prispevkov kot predstavitev projektov za področje duševnega zdravja, povezanih z depresijo. V vzorec so bile vključene objave, dostopne preko svetovnega spleta in mednarodnih baz podatkov na podlagi izbranih ključnih besed in njihovih kombinacij. Z analizo vsebine izbranih objav smo dobili shematski vpogled v strukturo, namen, vsebino, dosežene rezultate in omejitve projektov, ter podatke o tem, kdo so bili njihovi avtorji in financerji. Področje duševnega zdravja je aktualna tematika v okviru projektnega menedžmenta. Ugotovitve raziskave je možno integrirati v projektni cikel, ki bi bil izvedljiv v lokalno primerljivih okoljih.

Ključne besede: depresija, skupnostna skrb, promocija, duševno zdravje, izobraževanje

Project Management in Mental Health Care

The field of mental health care is topical from the project management viewpoint, as the times of the economic crisis give rise to problems of financing activities to promote and maintain mental health, as well as providing quality treatment for persons with mental health disorders. With a view to ensuring a high level of innovation in efforts to carry out the entire project cycle, the question of current and finished projects in the field of mental health arises, particularly of projects linked to depression. In order to select relevant projects underway in Slovenia and abroad, the chosen method was analysing the content of publications in the form of reports or scientific publications, presentations of projects in the field of mental health, which were linked to depression. The sample included publications accessible on the Internet and in international databases based on selected keywords and their combinations. Based on the content analysis of selected publications, a schematic insight into the structure, purpose, content, achieved results and project limitations was obtained, including the names of authors and sponsors. The area of mental health is topical within the framework of project management. The findings of the research may be integrated into the project cycle, which can be realised in locally comparable environments.

Key words: depression, community care, health care promotion, education