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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*

Zagotavljanje informacij operativnemu vodstvu na podlagi novega organizacijskega koncepta

Donošenje kratkoročnih i dugoročnih odluka su osnovne funkcije menadžmenta. U današnje vreme, kada je okruženje poslovnih sistema toliko promenljivo i nepredvidivo, menadžmentu je sve teže da svoju funkciju efikasno obavi. Traganje za novim konceptima organizacija je sve više aktuelnija kako u naučnom tako i u poslovnom svetu. Stoga, ovaj rad razmatra obezbeđenje informacija menadžmentu sa nivoa operativnog izvršenja. Ovo pitanje je kompleksno, pa se u radu samo određeni aspekt izlaže, sa ciljem da se ukaže na značaj informacionih tokova donosiocima odluka.

Ključne reči: informacije u menadžmentu, informacioni sistem, donošenje odluka

Providing Information Flow to Operational Management Based on a New Organisational Concept

In today's increasingly volatile and unpredictable business environment, the management in organisations is faced with difficulty in effectively performing their core function: making effective short- and long-term decisions. Nowadays, one of the most topical issues in science and business is finding new concepts of organisations. Considering that the question is complex, only a certain aspect of the new concept of organisation is presented here. This concept is based on an integral information system and the aim of this paper is to show the importance of providing appropriate information flow for decision-makers.

Key words: information in management, information system, decision making

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To What Extent Are Employees in Schools Leaders?

In this paper, we study the phenomenon of leadership in the context of a contemporary and innovative school that finds its primary task in the development of skills and abilities – social competences, creativity, self-esteem, self-confidence, self-learning and self-knowing. The subject of this research is reflected in the attempt to define leadership characteristics and competences and, for that reason, widely observed, this research is set outside the field of pedagogy as the science of education into the field of management in the globalisation process, which is one of the important activities of contemporary society and means the process of creating and maintaining the circumstances where individuals act together and achieve planned goals. This paper is based on the humanistic-developmental and individual-oriented concept of education, as well as the global role of school that focuses on the phenomenon of leadership. The population of the research includes elementary and secondary schools in Serbia, whereby the sample includes 252 principals and their deputies, teachers, associates (pedagogues and psychologists). The aim of this research is to determine the presence of leadership characteristics and features of employees in educational institutions in Serbia. The tasks and hypotheses of this research are implemented by an analysis of respondents' answers in relation to the evaluation of pedagogical features and leadership characteristics. We used the technique of interviewing and scaling, i.e. instruments in the form of a questionnaire and attitude scales.

Key words: leadership, management in education, employees in school

V kakšnem obsegu so zaposleni v šolah voditelji?

V prispevku obravnavamo pojav vodenja v sodobni in inovativni šoli, katere glavna naloga je razvoj veščin in sposobnosti – socialne kompetence, kreativnost, samospoštovanje, samozavest, samostojno učenje in samopoznavanje. Predmet te raziskave se odraža v prizadevanju za določitev vodstvenih značilnosti in kompetenc, zato se ta raziskava nanaša na področja izven pedagogike kot znanosti o izobraževanju, in sicer na poslovanje v procesu globalizacije, ki velja za pomembno dejavnost sodobne družbe, kar pomeni proces ustvarjanja in ohranjanja okoliščin, v katerih posamezniki delujejo skupaj in dosežajo načrtovane cilje. Prispevek temelji na humanističnem in razvojnem konceptu izobraževanja, ki je usmerjen k posamezniku, ter globalni vlogi šole, ki je usmerjena k vodenju. V raziskavi so sodelovale osnovne in srednje šole v Srbiji, pri čemer je bilo v vzorec vključenih 252 ravnateljev in njihovih namestnikov, učiteljev in sodelavcev (pedagogov in psihologov). Namen te raziskave je določiti prisotnost vodstvenih značilnosti zaposlenih v srbskih izobraževalnih ustanovah. Naloga in hipoteze raziskave so izvedene z analizo odgovorov udeležencev glede na oceno pedagoških in vodstvenih značilnosti. Uporabili smo metodo anketiranja in ocenjevanja, in sicer s pomočjo vprašalnika in lestvice vedenja. Vsi podatki so bili obdelani s programom SSPS (opisna analiza, faktorske vrednosti za rotacijo Promax in diskriminantne analize).

Ključne reči: vodenje, poslovanje v izobraževanju, zaposleni v šoli

Strukturna transformacija u uslovima globalizacije

Međusobno povezane procese strukturnih promena koje prate ili su praćene privrednim razvojem, definišemo kao strukturu transformaciju. Bez obzira da li je reč o vertikalnim (sektorskim) ili horizontalnim (regionalnim) strukturnim promenama, na njih utiče veliki broj internih i eksternih faktora. Jedan od najznačajnijih eksternih faktora jeste proces globalizacije, koji posredno (preko stope privrednog rasta pojedinih zemalja), ali i neposredno na različite načine utiče na formiranje privredne strukture svih zemalja na svetu. Taj uticaj je toliko snažan da menja čak i teorijske stavove i definicije privredne strukture. U radu će se detaljnije govoriti o faktorima strukturne transformacije globalne ekonomije, konceptu vertikalne privredne strukture u uslovima globalizacije i uticaju savremenog privrednog rasta na strukturne promene, a pogotovo njihovu regionalnu dimenziju.

Ključne reči: vertikalna privredna struktura, horizontalna privredna struktura, struktura transformacija, globalizacija

Structural Transformation under the Conditions of Globalisation

The mutually related processes of structural changes that follow or are followed by the economic development are defined as structural transformation. Regardless of being vertical (sectoral) or horizontal (regional) structural changes, they are influenced by numerous internal and external factors. One of the most significant external factors is the process of globalisation, which indirectly (due to the growth rate of certain countries) and, in various ways, directly influences the creation of the economic structure of all the countries in the world. That influence is so strong that it changes even the theoretical grounds and definitions of the economic structure. This paper will discuss in detail the factors of structural transformation of the global economy, the concept of the vertical economic structure in the conditions of globalisation and the influence of modern economic growth on structural changes and especially on their regional dimension.

Key words: vertical economic structure, horizontal economic structure, structural transformation, globalisation

Boljše delovanje verige preskrbe s hrano: problemi in ureditve

Veriga oskrbe s hrano, poenostavljeno rečeno, obsega štiri sektorje, skozi katere prehaja tipično živilo na svoji poti od kmetije do mize: 1. kmetijstvo (primarna proizvodnja), 2. živilska predelava, 3. distribucija (trgovina) in 4. potrošnja. Zaradi informacijske tehnologije in globalizacije je v zadnjih letih sektor trgovine dosegel visoko stopnjo koncentracije in tržne moči. Na drugi strani pa so postale cene kmetijskih proizvodov zelo nestanovitne, k čemur je prispevalo več dejavnikov, med njimi širše vključevanje kmetijskih surovin v trge izvedenih finančnih instrumentov, alternativna raba kmetijskih pridelkov za proizvodnjo energije, izredne vremenske razmere in spremembe v kmetijski politiki. Medtem ko so cene živil zelo hitro sledile porastu cen kmetijskih primarnih proizvodov, so, potem ko je bil dosežen vrhunec, cene hrane upadale počasneje in manj kot cene kmetijskih proizvodov. Mnogi avtorji menijo, da je opisano asimetrično usklajevanje cen kmetijskih in drobnoprodajnih živilskih proizvodov dokaz velikih nesorazmerij v tržni moči posameznih členov v verigi oskrbe s hrano. Mednarodne organizacije in forumi (G-20, FAO, OECD, EU) kakor tudi posamezne države naročajo študije, da bi pripravile učinkovite ukrepe za preprečevanje nepoštenih in konkurenčno omejevalnih poslovnih navad, za izboljšanje plačilne discipline, za spodbujanje preglednosti in konkurence v celotni verigi. Sprejeti ali predlagani ukrepi zdravijo bolj simptome kot vzroke, saj kazuistična priporočila in pravila ne morejo ujeti vse bolj domišljenih potez močnih igralcev na trgu.

Ključne besede: koncentracija, konkurenca, hrana, preskrbovalne verige, tržna moč, zlorabe položajev

Better Functioning of the Food Chain: Problems and Regulations

To put it in simple terms, the food chain consists of four sectors through which typical food moves from the farm to the table: (1) agriculture (primary production), (2) food processing, (3) retail (distribution) and (4) consumption. Due to information technology and globalisation, the distribution sector has recently reached a high level of concentration and market power. On the other hand, the prices of agricultural products have become very volatile in recent years. This volatility is attributed to several factors such as broader inclusion of agricultural products in derivatives markets, the alternative use of agricultural products for energy production, extraordinary weather conditions and changes to agricultural policies. The prices of food very quickly followed the rise in the prices of primary products; however, after reaching the peak, the price level of food decreased more slowly and to a lesser extent than the prices of primary products. According to several observers, the asymmetrical transfer of price signals through the food chain is the evidence of the unequal market power of operators. Various international organisations and fora (G-20, FAO, OECD, EU) as well as governments have commissioned studies in order to prepare suitable and effective measures for preventing unfair and anticompetitive business practices, improving payment discipline and promoting the transparency and competition in the whole food chain. Although the measures, some of which relate specially to the food chain, have already been taken or proposed, it seems that they heal symptoms rather than causes, since the casuistic recommendations and norms cannot cope with the increasingly sophisticated business practices of powerful market players.

Key words: competition, concentrations, food chain, market power, abuse of a dominant market position

Modaliteti primene principa racionalizacije u organizaciji nastave na jezicima nacionalnih manjina

U radu je predložena nova organizacija nastave na jezicima nacionalnih manjina u odeljenjima od I do IV razreda osnovne škole, u uslovima racionalizacije, a u cilju prevazilaženja mogućnosti asimilacije pripadnika nacionalnih manjina. Postojeća obrazovna politika primenom principa racionalizacije u odeljenjima sa manjim brojem učenika, kao jedino rešenje organizuje rad u kombinovanim odeljenjima, tako da prelaskom u predmetnu nastavu učenici nastavljaju školovanje na jeziku većinskog naroda, čime je ugroženo ostvarivanje principa demokratičnosti i stvaraju se uslovi za asimilaciju. Uz uvažavanje pedagoških normi i prava školovanja na maternjem jeziku, nastavni rad je moguće organizovati kombinacijom norme časova u okviru 40-časovne radne nedelje tri učitelja u četiri razreda. Ovim modelom (3:4) bio bi postignut cilj racionalizacije, a učenici IV razreda bi se uvodili u novu organizaciju nastavnog rada, odnosno bio bi im olakšan prelazak sa razredne na predmetnu nastavu u petom razredu i omogućen nastavak školovanja na maternjem jeziku. Inkorporacija ili participacija članova kulturno različitih grupa u širi društveni kontekst, bez gubitka svoje posebnosti, uslov su socijalnog jedinstva i razvoja demokratije, a predložena rešenja u ovom radu su u funkciji toga.

Ključne reči: organizacija rada škole, princip racionalizacije, princip demokratičnosti

Models for Applying the Principle of Rationalisation in Organising Teaching for Minority Language Students

This paper proposes a new organisation of teaching for minority language students in grades I to IV of elementary school in terms of rationalisation in order to overcome the assimilation of the members of national minorities. As the only solution, the current education policy implementing the principles of rationalisation in classes with fewer students organises work in mixed classes. Therefore, after the transition to subject teaching, students continue their education in the language of the majority, which threatens the achievement of the principles of democracy and creates the conditions for assimilation. By taking into account pedagogical norms and the right to schooling in the native language, teaching activities can be organised by combining standard hours within a 40-hour work week, three teachers in four grades. Based on this model (3:4), the goal of rationalisation would be achieved and grade IV students would be introduced to a new organisation of teaching that would facilitate the transition from classroom teaching to subject teaching in grade V as well as allow them to continue their education in their native language. The incorporation or participation of members of different cultural groups in the broader social context, without losing their distinctiveness, is the condition for social unity and democracy development, which is shown in the solutions proposed in this paper.

Key words: organisation of school work, the principle of rationalisation, the principle of democracy

Kako izboljšati metode poučevanja poslovne angleščine v visokošolskem izobraževanju?

Članek se ukvarja z vprašanjem klasičnega in inovativnega izobraževanja na področju poučevanja poslovne angleščine v visokem šolstvu. V ta namen je bila na Visoki šoli za upravljanje in poslovanje Novo mesto izvedena raziskava med študenti prvega letnika. Raziskava je potekala v okviru projekta Izmenjava inovativnih metod poučevanja angleščine na strokovnih šolah (angl. Sharing Innovative Language Teaching Methods at Vocational Schools), ki se izvaja v skladu s programom Leonardo da Vinci. Iz rezultatov raziskave je razvidno, da bodoča služba študentom predstavlja največjo motivacijo za učenje poslovne angleščine. Med načini posredovanja snovi so skoraj enakovredno izbrali realne situacije, avdio-vizualne načine in praktične primere. Največja težava, s katero se srečuje večina študentov, je govorjenje, v nekoliko manjši meri pa pisanje in pomanjkljivo besedišče. Rezultati anket so pokazali, da si večina študentov želi inovativnih pristopov k poučevanju poslovne angleščine. Te metode so tesno povezane z uvedbo multimedijev v učni proces. Informacijska tehnologija je namreč del našega vsakdana, zato je njena integracija v sistem izobraževanja smiselna in nujna. Študentom namreč ponuja informacije na način, ki ga dobro poznajo, predvsem pa je mogoče te informacije posredovati na raznovrstnejše načine v obliki besedil, zvočnih in video posnetkov, slik, animacij idr. Te metode pa lahko učiteljem predstavljajo velike izzive, saj morajo biti ustrezno usposobljeni, da pedagoški proces prilagodijo uporabi informacijske tehnologije.

Ključne besede: metode poučevanja, poslovna angleščina, inovativno izobraževanje, informacijska tehnologija

How to Improve Teaching Methods for Business English in Higher Education?

The article deals with the question of classic and innovative education in the field of teaching business English in higher education. To that end, the Novo mesto School of Business and Management conducted a survey among first-year students. The survey was carried out within the scope of the project Sharing Innovative Language Teaching Methods at Vocational Schools, as part of the Leonardo da Vinci programme. The results of the survey show that a future job presents the greatest motivation for students to learn business English. Among the ways of teaching content, they almost equally selected realistic situations, audio-visual methods and practical examples. The greatest problems that most students are faced with is speaking and, to a lesser extent, writing and poor vocabulary. The survey questionnaire also showed that the majority of students would like innovative approaches to teaching business English. These innovative methods are closely linked with the introduction of multimedia in the educational process. Since information technology is part of our everyday life, its integration into the education system is logical and necessary. It offers students information in the ways that are well familiar to them and, above all, the information can be provided in more diverse ways in the form of texts, audio and video recordings, images, animations etc. However, these methods can pose great challenges to teachers because they should be appropriately qualified to adapt the educational process to the use of information technology.

Key words: teaching methods, business English, innovative education, information technology

Trenerska mreža kot način kakovostnejšega upravljanja s človeškimi viri v Mercatorju

Organizacije se danes srečujejo z naglimi spremembami v okolju, ki jih povzroča hiter razvoj tehnologije in informatike. Z znanjem, ki ga imamo in ga pridobivamo tudi iz okolja, moramo hitro reagirati na dane situacije. V prihodnje je ključno, da se izobraževanje ne zaključi v šoli, ampak se nadaljuje na delovnem mestu, kjer človek deluje. V globalnem gospodarstvu temelji znanje na povečanju dodane vrednosti na zaposlenega ter vpliva na uspešno rast in razvoj. Znanje in ljudje, ki delujejo v organizaciji, prinašajo konkurenčno prednost in dolgoročno varnost podjetju v globalnem svetu. Ljudje z ustreznim znanjem in predanostjo so potencial, ki bo podjetje dvignil iz povprečja v nadpovprečno podjetje, s tem pa bo podjetje uspešnejše. Trenerska mreža je v organizaciji ustvarjena zato, da se bo znanje lahko v organizaciji lažje in hitreje prenašalo in bo čim bolj izkoriščeno v procesu poslovnih nalog in poslovnih odločitev za bolj učinkovito poslovanje. Vodilni v podjetju Mercator se zavedajo, da je naša organizacija storitvena dejavnost in da človeški viri predstavljajo konkurenčno prednost na trgu. V svojem prispevku bom predstavil, kako organizacija stremi k boljšemu izkoriščanju znanja in da se to znanje razširi na vse zaposlene. Bistvo trenerske mreže je izobraževanje na delovnem mestu, tako da posameznik to znanje uporablja pri svojem delu in postane čista rutina, da organizaciji prinese dolgotrajen učinkovit in uspešen način delovanja.

Ključne besede: menedžment, človeški viri, trenerska mreža, znanje, učenje

Coaching as a Way of Better Human Resources Management in Mercator

Today, organizations face quick changes in their environment. These are caused by the rapid development of technology and informatics. The knowledge we already have and the one that we gain from the environment provides us with a means to react quickly to given situations. It is essential for the future that the educational process does not end at school but should continue in an individual's workplace. Knowledge in the global economy is founded on an increase in the value added of the employee. This is a guarantee for the successful growth and development of a company. The people who work in an organisation and their knowledge create a competitive advantage and long-term security for the company in the global world. People with adequate knowledge and devotion represent a potential that can help a company be above-average and, thus, more successful. The aim of the human resources coaching is to impart knowledge in an organisation in an easier and faster way, and to use it as much as possible in the process of carrying out work assignments and making business decisions in order to make the operations more effective. The management in Mercator is aware of the fact that the company operates in the service sector and that human resources present a competitive advantage on the market. In my paper, I will present the company's aspiration to better take advantage of knowledge and share the knowledge among all the employees. The essence of the human resources coaching is the education in the workplace with the aim of using this knowledge at work on a regular basis, which has long-term effects on the company and ensures successful operations.

Key words: management, human resources, human resources coaching, knowledge, learning

Strokovno izobraževanje za potrebe gospodarstva – želja ali realnost?

Hiter gospodarski in družbeni razvoj v drugi polovici 20. stoletja je sprožil potrebo po strokovnem izobraževanju milijonov ljudi po svetu in s tem tudi ekspanzijo izobraževanja, ki je postalo osrednje vprašanje družbe in posameznika. Z njim so se začele ukvarjati vlade oz. odgovorni za družbeni in gospodarski razvoj ter veliko število znanstvenikov (pedagogi, sociologi, pravniki, ekonomisti, filozofi ...). Ne glede na to da je na področju izobraževanja prišlo do velikega razvoja, antagonizma med znanjem in sposobnostmi velikega števila ljudi ter povečanimi zahtevami in potrebami, ki jih narekujejo znanost, tehnični razvoj in sodobni družbeni tokovi, nismo preseгли. Ta razvoj bistveno prehiteva produciranje ustreznega strokovnega kadra. Vsaka šolska reforma prinaša s seboj zahtevo po pripravi študijskih programov, ki bi kar najbolje pokrivali potrebe gospodarstva in usposabljali diplomante za takojšnje vključevanje v neposredno delo. Taka pričakovanja so iluzorna, ker je izobraževanje proces, ki traja kar nekaj let in se ne more dovolj hitro odzivati na turbulentnost okolja, po drugi strani pa se še vedno srečujemo s pomanjkljivimi podatki o potrebah po delavcih, kriterijih za izbiro in razvoj zaposlenih, ugotavljanju profila in kompetencah zaposlenih, določanju organizacijskih oblik strokovnega izobraževanja, programskih in izobraževalnih vsebin ter reguliranju strokovnega izobraževanja v internih aktih poslovnega okolja.

Ključne besede: strokovno izobraževanje, usposabljanje, študijski programi, gospodarstvo, zaposleni

Professional Training for the Purposes of the Economy

A fast economic and social development in the second half of the 20th century has triggered the need for professional training of millions of people around the world and, consequently, the expansion of education. Educating and training people for life, work and production has become the central issue of society and individuals. This issue has been confronted by government and the circles responsible for the social and economic development as well as numerous scientists (pedagogues, sociologists, lawyers, economists, philosophers etc.). Despite the developments in education, we have not been able to surpass the antagonism between knowledge and abilities of a large number of people and the increasing requirements and needs dictated by science, the technological development and modern social flows. This development is considerably ahead of the education of the appropriately qualified personnel. Each education reform creates the need for preparing study programmes that would best meet the needs of the economy and train graduates to actively start work. These expectations are impossible because the educational process, which lasts a few years, cannot respond to turbulent environments quickly enough. On the other hand, we are still faced with poor information of economic and other fields about the planning of the necessary human resources and the criteria for employee selection and development, the establishment of the necessary profile and competences for human resources, the definition of organisational forms of professional education and the content of programmes and courses as well as the regulation of professional education in internal legal acts of the business environment.

Key words: professional education, training, study programmes for the purposes of the economy, employee development

Brezposelnost in porast prodaje zdravil

V času gospodarske negotovosti je čedalje več zaposlenih soočenih s stresom iz različnih razlogov, predvsem pa zaradi odpuščanja (strah pred izgubo delovnega mesta in izguba delovnega mesta). Stres oziroma kar zaposlitveni stres lahko pri človeku vodi do depresije, povečanega krvnega tlaka ... Ljudje pod hudim stresom prav tako navadno nadpovprečno pogosto kadijo, uživajo alkohol, oboje pa pogosto povzroča tudi koronarne bolezni. Zato je nujno, da ljudje posegajo po raznih zdravilih, tudi takšnih brez recepta. Vse to povečuje farmacevtski proračun. Cilj prispevka je preučiti, v kolikšni meri so ljudje, ki so izgubili delovno mesto oziroma ga bodo, izpostavljeni stresu ter koliko jih je zaradi tega odšlo v lekarno po zdravila. Prav tako je cilj prikazati, koliko zaslužka imajo farmacevtske družbe zaradi prodaje tistih zdravil, ki so namenjena kurativi bolezni, povzročeni zaradi stresa. V prispevku bodo zato predstavljene bolezni, s katerimi se ljudje soočajo ob izgubi delovnega mesta. Nato bodo predstavljena zdravila za bolezni, ki jih povzroča stres, ter kje jih je možno kupiti. Predpostavljamo, da se z večjim številom brezposelnih večja soočanje s stresom, ta pa povzroča določene bolezni. Nakup zdravil, ki zdravijo takšne bolezni, pa predstavlja velik donos za farmacevtske družbe.

Ključne besede: stres, brezposelnost, zdravila, farmacevtika, dobiček

Unemployment and a Rise in the Sale of Medicines

In times of economic uncertainty, more and more people are faced with stress due to various causes, mostly redundancy, fear of losing their job and the actual loss of the job. Stress or work-related stress can lead to depression and high blood pressure. In general, people who are under great stress also heavily smoke and drink alcohol, which is frequently linked with coronary disease. Therefore, it is vital that people purchase various medicines, including those without prescription. Consequently, this increases the pharmaceutical budget. The aim of this paper is to examine how often people who have lost their job or are exposed to stress go to the pharmacy. In addition, the paper aims to show the profit that pharmaceutical companies generate due to the sale of medicines intended for curing stress-related diseases. Therefore, this paper will present diseases which people face when losing their job, meaning the diseases caused by stress. The paper will also present medicines used to treat these diseases and where it is possible to buy the medicines. Therefore, we can assume that the larger the number of the unemployed, the larger the number of people who deal with stress which causes certain diseases. In turn, the purchase of medicines used to treat stress-related diseases results in large profits for pharmaceutical companies.

Key words: stress, unemployment, medicines, pharmaceutical profits

Knowledge and Learning -Knowledge Society

Why do the contemporary societies try to measure the knowledge? The critics of modern society ask themselves how many traditional jobs are replaced by the jobs based on knowledge. The article presents the collection of indicators of the knowledge society according to OECD, EU and APEC. We will discuss the essence of the learning of the whole society, which is based on the learning of individuals and teams. Furthermore, we will talk about the knowledge thus gained, which is not stored only in the minds of individuals, but it is common to the whole groups, and about the fact that it is more than just the total sum of the knowledge in minds of individuals or of individual teams. The learning of a group largely depends on their members and their mutual relationships. The paper also deals with the questions relating to the process of learning on the level of an organisation, process and conditions of creating the knowledge in an organisation, knowledge of a society.

Key words: education, knowledge, organisation, learning process, intellectual and social capital, indicators of the knowledge society

Dr. Dragana Čamilović

Visoka škola za računovodstvo i berzansko poslovanje

Trendovi u obrazovanju na daljinu

Cilj ovog rada je da razmotri aktuelne trendove u obrazovanju na daljinu u visokoškolskim ustanovama. Uvode se definicije i koncepti i pruža pregled ključnih pojmova iz oblasti obrazovanja na daljinu. Autor takođe detaljno raspravlja o razlikama između obrazovanja na daljinu i tradicionalnog obrazovanja i precizno razmatra njegove prednosti i mane. Objasnjena je i priroda obrazovanja na daljinu u doba globalizacije i internacionalizacije i, što je najvažnije, obrazložena je važnost e-učenja za obrazovanje u Evropskoj uniji.

Ključne reči: obrazovanje na daljinu, učenje na daljinu, e-obrazovanje, e-učenje, visoko obrazovanje

Distance Education Trends

The aim of this paper is to discuss current distance education trends in higher education. It introduces definitions and concepts as well as provides the overview of key distance education terms. The difference between distance and traditional education is also discussed in detail with precise pro and contra elaboration by the author. The paper provides the explanation of the nature of distance education in the age of globalization and internationalisation and, most importantly, explains the importance of e-learning for education in the European Union.

Key words: distance education, distance learning, e-education, e-learning, higher education

Vpliv globalizacije v bančništvu

Vpliv globalizacije na celotno slovensko gospodarstvo, in s tem tudi bančništvo, se je pričel že dolgo pred vstopom Slovenije v Evropsko unijo. Nekatere organizacije so namreč že vrsto let kapitalsko povezane s tujimi partnerji ali pa z njimi dolgoročno poslovno sodelujejo. Vstop tujega kapitala organizacijam prinaša nove tehnologije, nove blagovne znamke in nova tržišča, ter nenazadnje tudi novo znanje s področja vodenja in upravljanja. Vse to terja od organizacij nenehen razvoj ter sposobnost hitrega prilagajanja spremembam in uvajanja novih organizacijskih in tehnoloških rešitev.

Podobno kot v evropskem prostoru je tudi v Sloveniji prisotna koncentracija bančnega sistema in medsebojnega povezovanja bank, tudi na mednarodni ravni. Privatizacija bančnega sektorja še poteka, njen nadaljnji scenarij pa še vedno ni v celoti znan. Delež bank v lastništvu tujega kapitala je v Sloveniji zelo omejen, zlasti v primerjavi z drugimi tranzicijskimi državami. Interes tujih bank za razširitev poslovanja v Slovenijo je sicer kljub majhnemu trgu prisoten zaradi relativne razvitosti bančnega sistema, še bolj pa zaradi lažjega dostopa do trgov JV Evrope. Pogoji za kakovostnejši razvoj slovenskega bančnega sistema so bili izpolnjeni šele v drugi polovici devetdesetih let, po zaključeni sanaciji največjih bank in po zagotovitvi sistemske podlage za delovanje bančnega sistema. K počasnejšemu prestrukturiranju in prilagajanju bančnega sistema je pripomogla tudi večja zaščitenost bank in manjša izpostavljenost konkurenci v primerjavi z nefinančnimi organizacijami. Na splošno lahko rečemo, da so vsa pomembnejša gibanja, ki jih opažamo v zadnjih letih pri bankah v evropskem prostoru, prisotna tudi v slovenskem bančnem sektorju.

Ključne besede: globalizacija, banke, bančni sistemi, konkurenca, tuj kapital

The Impact of Globalisation on Banking

The impact of globalisation on the Slovenian economy and thus banking began long before the entry of Slovenia into the EU, since some organisations have been linked to foreign partners by capital or have done business with them for years. Entry of foreign capital brings new technologies, new brands and new markets to organisations as well as new knowledge in the field of management. All this requires constant development as well as the ability to adapt quickly to any changes and introduce new organisational and technological solutions. As Europe, Slovenia has a concentrated banking system and interconnected banks, at the international level as well. Privatisation of the banking sector is under way; however, its future still remains uncertain. In Slovenia, the share of banks owned by foreign capital is limited, especially compared to other transition countries. Despite the small market, foreign banks are interested to expand to Slovenia because of a relatively developed banking system and, above all, easy access to the markets of SE Europe. Conditions for quality development of the Slovenian banking system were met only in the second half of the nineties, after the largest banks were reorganised and a systemic basis for the operations of the banking system was provided. The restructuring of the banking system was also slower because banks have been safeguarded and less exposed to the competition compared to non-financial organisations. In general, we can establish that major trends observed in European banks in recent years are also present in the Slovenian banking sector.

Key words: globalisation, banking system, competition, foreign capital

Ravnatelj vrtca v vlogi managerja pri izvajanju predšolske vzgoje

Avtorica v prispevku analizira vlogo ravnatelja vrtca kot managerja in predstavlja rezultate raziskave med ravnatelji in ravnateljicami vrtcev, ki je bila izvedena v projektu «Profesionalno usposabljanje strokovnih delavcev za izvajanje elementov posebnih pedagoških načel koncepta Reggio Emilia na področju predšolske vzgoje v letih 2008–2013». V prispevku je prikazana spremenjena vloga ravnatelja vrtca danes. Pristojnosti in odgovornosti za razvoj in delovanje sistema predšolske vzgoje so sicer res porazdeljene med različnimi akterji, od lokalne skupnosti, Ministrstva za šolstvo in šport, Zavoda Republike Slovenije za šolstvo in šport, do različnih zavodov in inštitucij, ki so ustanovljene za razvoj, svetovanje in izobraževanje na področju vzgoje in izobraževanja, vendar pri doseganju ciljev zagotavljanja kakovostnega dela na področju predšolske vzgoje pa se ravnatelj bolj kot kadarkoli prej posveča svoji vlogi managerja. Rezultati raziskave kažejo, da ravnatelji in ravnateljice menijo, da je vloga managerja pomembna pri vodenju in upravljanju vrtca, zlasti pa pri dogovarjanju z lokalno skupnostjo kot ustanoviteljico glede zadostnih finančnih sredstev za delovanje in zagotavljanje kakovostne predšolske vzgoje. Ravnatelji tudi navajajo preveliko vlogo ravnatelja kot managerja, ki prevladuje nad vlogo ravnatelja kot pedagoškega vodje. Ravnatelji in ravnateljice so izrazili večjo željo po nadaljnjem izobraževanju in usposabljanju s področja vodenja in upravljanja.

Ključne besede: predšolska vzgoja, projekt Reggio Emilia, vodenje in upravljanje, ravnatelj manager

Kindergarten Headmaster as a Manager in the Implementation of Early Childhood Education

This paper analyses the role of a headmaster as a kindergarten manager and presents the results of the research among kindergarten headmasters and headmistresses, which was conducted within the scope of the project »Professional Training for Education Professionals to Implement the Elements of the Special Pedagogical Principles of the Reggio Emilia Concept in Preschool Education 2008 – 2013«. This paper discusses the changed role of kindergarten headmasters today. The powers and responsibilities for the development and function of early childhood education are indeed distributed between different actors, from local communities, the Ministry of Education, Science, Culture and Sports, the National Education Institute of the Republic Slovenia to various institutions and institutes that are established for the development, consultancy and education in the field of care and education. However, in achieving the objectives of providing quality work in the field of early childhood education, headmasters are more than ever dedicated to its managerial role. The research results show that the headmasters and the headmistresses consider the managerial role important in the management and administration of kindergarten, especially in agreement with the local community as the founder with regard to sufficient financial resources to operate and provide quality early childhood education. The headmasters also stated that their role of a manager prevails over the role of a headmaster as an educational leader. The headmasters and headmistresses expressed their desire for further teacher education and training in the field of leadership and management.

Key words: preschool education, Reggio Emilia project, leadership and management, headmaster as a manager

Predpravna obravnava zapadlih neplačanih terjatev fizičnih oseb v bankah

Kot velik del sveta je recesija na mnogih področjih ujela nepripravljeno tudi Slovenijo, eno izmed njih pa je neobvladovanje plačilne nediscipline, tako na strani podjetij kot fizičnih oseb. Oba segmenta sta se v času gospodarske rasti prekomerno zadolževala, porabljala denar v napačne namene, posledice pa se odražajo v nezmožnosti odplačevanja obveznosti, ki se po znesku in številu povečujejo. Sicer likvidne slovenske banke potrebujejo dodatni kapital, ki pa ga v Sloveniji ni. V takih razmerah lahko pričakujemo, da se bo »kreditni krč« nadaljeval predvsem zaradi kapitalske podhranjenosti in slabe dobičkonosnosti slovenskih podjetij, kar bo dodatno vplivalo tudi na nezaposlenost, ki bo samo še razlog več za povečanje dolgov fizičnih oseb. Osnovni procesi predpravne obravnave zapadlih terjatev fizičnih oseb se med slovenskimi bankami ne razlikujejo, ne glede na to, ali jih izvajajo same ali pa so jih »outsoursale« zunanjim izvajalcem. Na podlagi poslovnih pravil po določenem času od nastanka dolga neplačnike obveščajo o zamudah, jih v nadaljevanju pisno opominjajo, izterjujejo po telefonu, izvajajo pobote in jim v zadnji fazi na podlagi pogodbenega razmerja ukinejo račune ter predajo v pravno obravnavo. Vse navedeno pa je povezano z zaračunavanjem dodatnih stroškov, ki neplačniku le še povečujejo dolg. Banke bi morale fizičnim osebam, ki so se prezadolžile, pomagati prebroditi akutno stanje dolga in jih, namesto v pravno obravnavo, »zdravek« vrniti v bančno poslovanje. S tem bi si zagotovile boljše stanje sredstev in hkrati ohranjale dolgoročno zvestobo svojih strank.

Ključne besede: plačilna nedisciplina, zapadle terjatve, banke, fizične osebe, predpravna izterjava

Pre-Legal Action Against Natural Persons for Outstanding Receivables in Banks

As the rest of the world, the recession caught Slovenia unprepared in many fields, one of which addresses payment discipline on the part of legal and natural persons. Both segments over-borrowed in times of economic growth and spent the purchased money for wrong purposes, which resulted in the inability to fulfil their obligations that have risen in amount and number. In turn, solvent Slovenian banks need additional capital that Slovenia does not have. In these circumstances, we can expect the »credit crunch« to continue mostly due to capital undernourishment and poor profitability of Slovenian companies, which will also affect unemployment and, consequently, increase the debt of individuals. The basic process of pre-legal action against natural persons for outstanding receivables does not differ among Slovenian banks, regardless of being carried out by the banks or outsourced to external contractors. Based on business rules and after a certain period from the creation of debt, they inform non-payers of their delay, send notices, contact them by phone, agree on offsetting and, at the last stage, terminate their accounts pursuant to the contract and take legal action against the client. The aforementioned is connected with additional costs for non-payers, which increased their debt. It should be in the interest of banks to assist over-indebted people by offering all the possibilities to overcome the acute state of debt and help them remain »healthy« in business, instead of taking legal action against them. This would ensure a better balance of funds and keep customers loyal at the same time.

Key words: payment indiscipline, outstanding receivables, non-payer, natural person, pre-legal collection

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Merjenje zavzetosti zaposlenih za doseganje kakovostnega dela v Zavodu za zdravstveno varstvo Novo mesto

Pred časom so na področju ravnanja z zaposlenimi govorili o zadovoljstvu zaposlenih in ob tem pozabljali na njihovo zavzetost. Le-to bi lahko sočasno z zadovoljstvom dobro izkoristili kot pomoč oziroma sodelovanje pri vodenju organizacij. Zavzetost zaposlenih je stanje čustvenega in intelektualnega zadovoljstva, pripadnosti in zvestobe organizaciji ali skupini in presega zadovoljstvo. Z zavzetostjo je mišljen način vključevanja zaposlenih v sooblikovanje vodenja organizacije, vključevanje njihovih poslovnih idej v procese, pobud za spremembe in predlogov za izboljšave. Veliko vlogo pri tem ima vodja. Njegova naloga je ustvariti razmere za razumevanje in razvoj medsebojnih odnosov in komunikacije, ki temeljijo na zaupanju in se kažejo kot rezultat v zavzetosti. V osrednjem delu prispevka preidemo na raziskavo zavzetosti z anketnim vprašalnikom po modelu Gallup, ki predstavlja preproste, a zelo učinkovite elemente, ki vodje usmerjajo pri ravnanju z zaposlenimi. Zavzetost zaposlenih je zelo pomembna za dobro poslovanje tako gospodarskih kot negospodarskih organizacij. Rezultati predstavljajo dosedanje uspešnost vodenja in priložnosti, ki jih zavod lahko koristno uporabi za nadaljnje dobre odnose med zaposlenimi in za dobro poslovanje v prihodnosti.

Ključne besede: zavzetost, vodje, zaposleni, razvoj, uspešno poslovanje

Measurement of Employee Engagement to Perform Quality Work in the Novo mesto Health Care Centre

In the past, only employee satisfaction was considered important, whereas engagement was not discussed. Engagement could be utilised alongside satisfaction for assistance or cooperation in managing an organisation. It is a state of emotional and intellectual satisfaction as well as loyalty to an organisation or group and exceeds employee satisfaction. Engagement defines the way employees are involved in the co-creation of an organisation's management, the integration of their business ideas into the processes and their initiatives and proposals for improvements. In that context, the manager plays a major role. His or her mission is to create conditions for understanding and developing interpersonal relationships and communication which are based on trust and result in the degree of engagement. The central part of this paper discusses the survey of engagement, which was carried out by means of the Gallup questionnaire, which includes simple yet very effective elements that guide managers in dealing with employees. Employee engagement is very important for good performance of both economic and non-commercial organisations. By means of the survey, we came up with results which show the existing performance of the management and the opportunities that the institution can use to continue promoting good relations between the employees and ensure successful business in the future.

Key words: manager, employee, development, business success

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Sustavi zaštite zdravlja i sigurnosti na radu

Rizici u suvremenome svijetu rada rezultat su radnog okružja, organizacije rada, ugovornih odnosa i novih tehnologija. Rizike treba uočiti i njima upravljati. Težište treba biti na prevenciji neželjenih događaja, razumijevanju potencijalnih opasnosti i upravljanju rizicima. Jedna od ključnih postavki sustava zaštite zdravlja i sigurnosti na radu jeste da zdravlje i sigurnost zaposlenika treba tretirati s istim stupnjem ozbiljnosti i važnosti kao i financijske transakcije. Sustavi zaštite zdravlja i sigurnosti na radu, sukladno međunarodnoj normi OHSAS 18001 (Occupational Health and Safety Management Systems), omogućava sigurnu i zdravu radnu okolinu, identifikaciju i kontrolu zdravstvenih i sigurnosnih rizika, smanjenje potencijalnog rizika od nezgoda, usklađenost sa zakonskim propisima te u konačnici poboljšavanje poslovanja.

Ključne riječi: sustavi zaštite zdravlja i sigurnosti na radu, norma, OHSAS 18001

Management Systems for Health and Safety at Work

Risks in the modern world of work are the result of the work environment, work organisation, contractual relationships and new technologies. Risks should be faced and managed. The focus should be on prevention of adverse events, understanding the potential hazards and risk management. One of the key elements of the management systems for health and safety at work is an equal treatment of the health and safety of employees as financial transactions in terms of seriousness and importance. In accordance with international standard OHSAS 18001 (Occupational Health and Safety Management Systems), systems of health and safety at work provide a safe and healthy work environment, identify and control health and safety risks, reduce the potential risk of accidents, comply with legislation and, finally, improve business performance.

Key words: occupational health and safety management systems, standards, OHSAS 18001

Obvladovanje sprememb in učeča se organizacija v Zavarovalni družbi Adriatic Slovenici d.d.

Dinamika sprememb v vse bolj globaliziranem svetu zahteva od organizacij, da se ustrezno in pravočasno nanje odzivajo in se jim prilagajajo. Model učeče se organizacije se ponuja kot odgovor organizacij na izzive hitro spreminjajočega se okolja. Pomembni pogoji za uvajanje modela učeče se organizacije so: oblikovanje poslanstva, vizije, ciljev in strategije organizacije; uvajanje kontinuiranega, sočasnega in fleksibilnega planiranja; motiviranje zaposlenih za uspešno delo, sodelovanje in delitev znanja; spodbujanje timskega dela in širitev socialnih mrež med zaposlenimi; uvajanje komunikacijske transparentnosti in horizontalnih komunikacijskih kanalov; izgradnja ustreznega informacijskega sistema in aplikacij, ki omogočajo enostaven, točen in hiter dostop do informacij. Raziskavo o uvajanju učeče se organizacije smo izvedli v Zavarovalni družbi Adriatic Slovenice d.d. na področju PE Novo mesto. Vprašanja so se nanašala na: pripravljenost na spremembe, odnose med vodji in zaposlenimi in informiranost zaposlenih. V zaključku članka primerjamo model FUTURE-O® s prakso in ugotovljamo, kaj bi bilo potrebno narediti na poti do učeče se organizacije v Zavarovalni družbi Adriatic Slovenici d.d..

Ključne besede: obvladovanje sprememb, učeča se organizacija, model FUTURE-O®

Change Management and a Learning Organisation in the Adriatic Slovenica d.d. Insurance Company

The dynamics of changes in today's increasingly globalised world requires organisations to respond and adapt to those changes appropriately in due time. The concept of a learning organisation is offered as a response of organisations to the challenges of a rapidly changing environment. Significant conditions for the introduction of the concept of a learning organisation are: formulating the mission and vision statement, objectives and strategies of an organisation; introducing a continual, simultaneous and flexible planning; motivating the employees to be successful at work, team building and knowledge dissemination; encouraging team work and expanding social networks among the employees; introducing communication transparency and horizontal communication channels; building an appropriate information system as well as applications which enable an easy, accurate and rapid access to information. The research on the introduction of the concept of a learning organisation was carried out in the Adriatic Slovenica d.d. insurance company in its branch office in Novo mesto. The questions referred to the willingness of the employees to change, the relations among the managers of the branch and the employees as well as to the awareness of the employees. In the conclusion of the article, the concept of FUTURE-O® is compared to the practice. Furthermore, it is underlined which activities should be carried out to implement the concept of a learning organisation in the Adriatic Slovenica d.d. insurance company.

Key words: change management, learning organisation, FUTURE-O® concept

Zaposlovanje mladih

V današnjem svetu se vsakodnevno srečujemo s problematiko brezposelnosti in diskriminacijo na področju zaposlovanja. Med najbolj ogrožene skupine posameznikov, ki se spopadajo s težavami na področju zaposlovanja, nedvomno spadajo tudi mladi kot iskalci prve zaposlitve. Pomanjkanje izkušenj, neustrezna izobrazba in slabo ekonomsko stanje celotne družbe so zgolj nekateri razlogi, ki mladim izobražencem onemogočajo osamosvojitve in ustrezno zaposlitev. Brezposelnost mladih in oteženo iskanje prve zaposlitve sta vsekakor vprašanji, ki se jima v zadnjem času namenja veliko pozornosti, tako na državni ravni kot tudi na ravni Evropske unije. Brez zaposlovanja mladih in perspektivnih ljudi je nemogoče pričakovati rešitev družbe iz finančne krize, ki se iz leta v leto zaostrejuje. Namen prispevka je predstaviti problematiko diskriminacije mladih pri zaposlovanju in iskanju prvih poklicnih možnosti ter prikazati ukrepe, ki jih zagotavlja država za spodbujanje zaposlovanja mladih, in prizadevanja Evropske unije za učinkovito reševanje omenjene problematike. V prispevku so kritično ocenjeni omenjeni ukrepi ter njihova učinkovitost in uspešnost pri povečevanju zaposlitvenih možnosti mladih. Ta ocena temelji na podatkih Zavoda za zaposlovanje Republike Slovenije, ki omogočajo vpogled v resnično stanje brezposelnosti mladih na področju dolenjske regije in probleme, s katerimi se mladi izobraženci srečujejo pri prvem vstopu na trg delovne sile.

Ključne besede: brezposelnost, mladi, kriza, zaposlovanje

Youth Employment

In today's world, we are daily faced with the problem of unemployment and discrimination in employment. As first-time job seekers, young people undoubtedly belong to the most endangered group of individuals who deal with problems related to employment. A lack of experience, inadequate education and a poor economic state of the whole society are only some reasons that prevent young educated people from emancipating and starting an active working life. Youth unemployment and difficulties in seeking a job for the first time are definitely the questions that have been paid special attention recently at the national and the European Union level. Without the employment of young and promising workers, it is unlikely to expect that society will find a solution to the financial crisis which is getting increasingly worse. The aim of this article is to present the problems of discrimination of youth in employment and seeking the first employment opportunities as well as to present the measures taken by the state in order to promote the employment of young people and the efforts made by the European Union in order to effectively solve the aforementioned problems. The article also shows a critical assessment of these measures and their effectiveness and efficiency in terms of an increase in employment opportunities for young people. This assessment is based on the data provided by the Employment Service of the Republic of Slovenia, which provide an insight into the real state of youth unemployment in the Dolenjska region and the problems with which young educated workers are faced when entering the labour market for the first time.

Key words: unemployment, youth, employment, employment measures

Kvalitet obrazovanja u globalnim promenama društva

U tekstu se daju refleksije o značaju globalnih društvenih promena za obrazovanje. Uticaji neoliberalizma na obrazovanje ogledaju se nametanjem nove obrazovne paragime koja nosi ime kvalitet obrazovanja, a izražava se ustanovljenjem obrazovnih standarda. Značaj ovoga sagledava se iz ugla ispunjavanja očekivanja sveta rada od obrazovanja. Obrazovni standardi posmatraju se kao izraz potreba da se ujednači kvalitet funkcionisanja na nacionalnom i na internacionalnom nivou, dakle kao znak globalizacijskih ujednačavanja sistema obrazovanja i nivelisanja nacionalnih i lokalnih obrazovnih karakteristika i kvaliteta akademskih zajednica. Obrazovni standardi, kao obavezujuće razvojne norme protivureče prirodi procesa obrazovanja, a kao merila (razvoja ličnosti) oni nemaju smisla, jer osoba kao individualitet može biti jedino sama sebi merilo. Obrazovanje se uvek odnosi na određeno shvatanje čoveka, koje je formulisano u obliku obrazovnog ideala ili visoko apstraktnih ciljeva, koji se onda - u pedagoškoj perspektivi - »prevode« u zadatke, situacije i iskustva podsticajne za razvoj ličnosti. Ako obrazovanje shvatimo kao rezultat samoaktivnosti i individualnog pripisivanja značenja i smisla (stvarima, pojavama, ljudima, svetu), te obrazovanost nije "izlaz" (output/outcom) samo školske nastave, onda testovi postignuća predstavljaju samo punktualno merenje uspeha. Procesi i dinamika (ali i dramatike) sticanja i razvijanja sposobnosti, stavova i umeća ostaju u senci. Autonomija učenja i razvoja ostaje van standarda, a ovim i uticanje na suštinu kvaliteta obrazovanja, a kvalitet obrazovanja podređen je političko-ekonomskim interesima.

Ključne reči: globalizacija, neoliberalizam, kvalitet obrazovanja, autonomija ličnosti

The Quality of Education in Global Social Changes

The text gives the reflections on the increasing importance of global social changes for education. The influences of neoliberalism on education have reflected in the imposition of a new educational paradigm labelled the quality of education, expressed through the establishment of educational standards. Its importance is considered from the viewpoint of education that fulfils the needs of the world of labour. Educational standards are seen as an expression of the need to harmonise the quality of functioning at both the national and international level, i.e. as a sign of global standardising of systems of education and levelling national and local educational characteristics and quality of academic communities. Education has always referred to a certain view on a man, which is formulated in the form of an educational ideal or highly abstract goals that are – in the pedagogical perspective – »translated« into tasks, situations and experiences encouraging personal development. If education is understood as a result of self-activity and individual attribution of meanings and sense (to things, phenomena, people, the world), so that being educated is not only an output/outcome of school teaching, achievement tests are nothing more but punctual measurements of success. The processes and the dynamics (as well as dramatic experience) of the acquisition and development of abilities, attitudes and skills remain in shadow. The autonomy of learning and development remains beyond standards; as a consequence, the influence on the essence of the quality of education is also beyond standards, with the quality of education being subject to political-economic interests.

Key words: globalisation, neo-liberalism, quality of education, personal autonomy

Organizacijska kultura v podjetju Adria mobil

Velikokrat zapostavljeno področje v podjetju, pa vendar zelo pomembno, je organizacijska kultura. Organizacijska kultura je produkt preteklosti, tradicije. Je stabilna, najtrajnejša in najtežje spremenljiva sestavina urejenosti organizacije. Od organizacijske kulture je odvisno veliko stvari. Ko vstopimo v neko podjetje, lahko takoj zaznamo njegovo organizacijsko kulturo. V nekaterih podjetjih je stroga tišina, v nekaterih vse vrši. V enem podjetju imajo kosanjev piknik, v drugem dan športnih iger. Vse to je samoumevno. Nihče ne sprašuje, zakaj in čemu. Preprosto je vedno tako in to je prav tako del organizacijske kulture. Iz organizacijske kulture izhaja tudi organizacijska klima. Ta je del organizacijske kulture in je bolj spremenljiva ter kratkoročna. Organizacijska klima organizacijske kulture dolgoročno ne more zamajati. Organizacijsko kulturo v podjetju Adria Mobil predstavlja strategija, vizija, poslanstvo in vrednote podjetja, ki jih poznajo vsi zaposleni. Z anketo o zadovoljstvu zaposlenih in osebnimi razgovori v podjetju merijo tudi organizacijsko klimo, ki kaže, kako zaposleni zaznavajo organizacijsko okolje v podjetju. Osebnih razgovorov so tudi orodje za ugotavljanje, kaj posameznika motivira ter kaj si želi in pričakuje od podjetja. Organizacijsko kulturo v podjetju Adria Mobil gradijo z različnimi dejavnostmi, kot so športno in kulturno društvo, pikniki, silvestrovanje, zbori delavcev, sektorska druženja, počitniško delo za otroke zaposlenih, novoletno obdarovanje otrok, avtodom za brezplačno uporabo... Danes družba od podjetij vse bolj pričakuje, da pri svojem poslovanju poleg interesov lastnikov upoštevajo tudi interese svojih zaposlenih in okolja. Pričakuje se torej, da bodo podjetja družbeno odgovorna, kar podjetje Adria Mobil je.

Ključne besede: organizacijska kultura, organizacijska klima, podjetja

Organisational Culture in Adria Mobil

Organisational culture is often neglected, although it is very important. Organisational culture is a product of the past, a product of the tradition. It is a stable and permanent part of an organisation which is extremely difficult to change. Many things depend on organisational culture. When you enter a certain company, you can immediately detect its organisational culture. In some companies, there is strict silence or there is a continuous bustle in others. They have picnics in some companies and in others they organise sports games. It is simply like that and nobody wonders why. And this is part of organisational culture as well. Organisational culture results in organisational climate. Organisational climate is part of organisational culture and is more likely to change than remain permanent. Organisational climate cannot influence organisational culture in long term. Organisational culture in Adria Mobil is determined by its strategy, vision, mission and values that all employees are familiar with. By carrying out employee satisfaction surveys and personal interviews, they also measure organisational climate that shows how employees perceive the organisational environment within the company. In addition, personal interviews serve as a tool to determine what motivates an individual and what they want and expect from the company. Organisational culture in Adria Mobil is built through various activities such as sport and cultural clubs, picnics, New Year parties, worker choirs, social events, summer jobs for employees' children, New Year's gifts for children, free use of mobile homes etc. Society increasingly expects from companies to take into account interests of their employees and the environment, in addition to their business interests. It is therefore expected that a company will be socially responsible. And Adria Mobil is such a company.

Key words: organisational culture, organisational climate, socially responsible company

Trženje zdravil v luči gospodarske krize

Svetovna gospodarska kriza je dodobra prizadela vse gospodarske dejavnosti in posledično vplivala na proračunske prihodke države. Zaradi povečevanja stopnje brezposelnosti in vedno večjih stisk posameznikov in podjetij pa se je povečal tudi obseg proračunskih izdatkov. Država pa kar ne najde načina njihovega zmanjšanja. V zadnjem času zelo aktualna razprava je težnja k zmanjšanju izdatkov za zdravila, saj ti vsa zadnja leta neprestano naraščajo. V ta namen so se oblikovali različni predlogi, med katerimi je javnost najbolj razburil predlog participacije posameznika pri vsaki izdaji zdravila na recept. Zanimivo pri tem je, da se na to farmacevtska podjetja ne odzivajo. Dejstvo je, da prihodki slednjih, kljub kriznemu obdobju, nesluteno rastejo. Prav tako pa so pozitivne tudi napovedi njihove rasti. Slednje pa so na eni strani posledica višjih cen in na drugi strani večje prodaje. Ta je večja tudi na trgu zdravil brez recepta, saj potrošniki vedno pogosteje posegamo tudi po tovrstnih zdravilih. Zavedajoč se tega, nas farmacevtska podjetja uspešno obveščajo o svojem obstanku na trgu z vsemi dovoljenimi orodji trženjskega komuniciranja. V prispevku na kratko predstavljamo trg zdravil na slovenskem trgu, t.j. tržni delež podjetij, gibanje prihodkov in seveda njihovo napoved. Na drugi strani pa posebno pozornost namenimo trženjskemu spletu podjetij, pri čemer damo posebno pozornost trženjskemu komuniciranju in izdatkom zanje.

Ključne besede: gospodarska kriza, trženjski splet, trženjsko komuniciranje, zdravila

Marketing of Medicines in the Light of the Economic Crisis

The global economic crisis has deeply affected all economic activities and consequently the budget revenue as well. An increase in unemployment and greater distress felt by individuals and companies has also increased budgetary expenditure. The state cannot find the way to reduce them. Recently, a very topical debate has been held regarding the tendency to reduce expenditure on medicines due to their constant growth. To that end, various proposals were drawn up, among which the proposal for individual participation in issuing a drug prescription was the worst accepted by the public. It is interesting that pharmaceutical companies have no response. The fact is that the revenues of these companies are increasingly higher, despite the crisis, and there is also a positive outlook for the future. On the one hand, this is the result of higher prices and, on the other hand, there is an increase in sales. The market for non-prescription medicines shows growth as well. Bearing this in mind, pharmaceutical companies successfully inform us of their existence on the market with all the legal tools of market communication. This paper briefly presents the Slovene medicine market, meaning the market share of companies, the growth of revenues and their forecast. On the other hand, special attention is paid to the marketing mix of the companies, whereby attention is paid to the tools of market communication and their expenses.

Key words: economic crisis, marketing mix, marketing communication tools, medicine

Kvantitativna zdravniška oskrba na Dolenjskem in v Beli krajini v primerjavi z Evropo

Posebno v težavnejših obdobjih človeške družbe je pomembno poleg kvalitativnega tudi kvantitativno stanje zdravstvenega osebja. Zdravstvena oskrba je vezana na finančna sredstva, ki jih v času krize primanjkuje na vseh ravneh. Istočasno pa je v takih obdobjih potreb po zdravstveni oskrbi več. Obravnavana problematika je vezana predvsem na zagotavljanje ustrezne zdravstvene oskrbe s kvantitativnega vidika, obstoječe stanje pa primerjano tudi z najbolj razvitimi državami, predvsem s severa Evrope. Raziskava obravnava število zaposlenih v dejavnosti osnovne zdravstvene oskrbe in nege (zdravstveni domovi, bolnišnica). Analiza je izdelana na območju upravnih enot Novo mesto, Trebnje, Metlika in Črnomelj (območje Dolenjske in Bele krajine). Analiza zajema obdobje od leta 2003 do vključno leta 2011. Analiza vključuje samo dva poklica: zdravnik in zobozdravnik. Ostali poklici, kot so višja medicinska sestra, medicinska sestra, zdravstveni tehnik, zobotehnik, administrator in ostalo spremljajoče osebje, v primerjalni analizi niso zajeti predvsem zaradi različne organiziranosti.

Iz posameznih analiz je razvidno, da je število zdravstvenih delavcev na obravnavanem območju podobno povprečju v primerljivih državah. Odstopanja so po posameznih območjih - upravnih enotah. V primerjavi z najbolj razvitimi državami na področju zdravstvene oskrbe pa sklepam, da je na območju Dolenjske in Bele krajine še možnost za zaposlovanje zdravnikov in zobozdravnikov v prid kvantitete zdravniške oskrbe.

Ključne besede: delovna sila, zaposljivost, zdravnik, zdravstveno varstvo, izobraževanje

The Quantity of Health Care in the Dolenjska and Bela Krajina Regions in Comparison with Europe

In addition to quality, the quantity of medical personnel is important, especially in more difficult periods of human society. Health care is linked to financial resources that are always a problem on all levels at a time of crisis. At the same time, needs for health care are increasing. The issue dealt with in this paper is mostly linked to the provision of adequate health care in terms of quantity. I also compared the existing situation with the most developed countries in northern Europe. I devoted my attention to the research of the number of employees in primary health care and nursing (health care centres and hospitals). The analysis includes administrative units in Novo mesto, Trebnje, Metlika and Črnomelj in the Dolenjska and Bela krajina regions. The analysis included a period from 2003 to 2011. The occupations researched are doctors and dentists. Other professions such as registered nurses, nurses, medical technicians, dental technicians, administrators and other support personnel are not included in the comparative analysis mostly due to various organisational reasons. On the basis of conclusions of individual analyses, I concluded that the employability of medical staff in this area is comparable to the average of the compared countries. There are deviations in certain areas or administrative units. If we compare these results with the situation in most developed countries in the field of health care, we can conclude that the employment opportunities are in favour of the quantity of health care in the Dolenjska and Bela Krajina regions.

Key words: workforce, employability, health care, education

Zaposlitveni potencial na področju odvajanja in čiščenja odpadnih voda na Dolenjskem

Razvoj in širitev infrastrukture na področju odvajanja in čiščenja odpadnih voda je v zadnjih letih v strmem porastu. Komunalna podjetja, ki opravljajo to dejavnost, morajo to storitev opravljati. Pri tem se srečujejo s problematiko, povezano z zaposlenimi. To je pomembno pri strateškem planiranju za daljše obdobje. Pri izračunu zaposlitvenega potenciala komunalnega podjetja sem se oprl na že izdelane študije, ki narekujejo obseg novogradenj v naslednjih petih letih in nemške normative, ki jih Komunalna zbornica Slovenije postopoma uvaja kot slovenske norme. Zaposlitveni potencial je izdelan za zaposlovanje na področju odvajanja in čiščenja odpadnih voda za Komunala Novo mesto, d. o. o., v skladu z nemškim normativom ATV-147/2, ki se v evropskem prostoru uporablja enakovredno standardu dela. Pri tem se opiram na delo, ki se sedaj izvaja v tej dejavnosti in temelji predvsem na osnovi zmožnosti v povezavi z obstoječim številom zaposlenih ter praktičnih izkušenj, ki se prenašajo, ter z novimi prijemi, spoznanji in dognanji, ki se tekoče uvajajo v proces dela. Analiza je potrebna z vidika pridobivanja novih delavcev in tudi z vidika izdelave kariernih poti že obstoječih zaposlenih. Dejstvo je, da je izračunani zaposlitveni potencial velik, vendar je treba pri tem upoštevati vse ostale dejavnike korigiranja zaposlitvenega potenciala.

Ključne besede: normativi, kanalizacija, čistilne naprave, delavci, strošek

Employment Potentials in the Discharge and Treatment of Waste Water in the Dolenjska Region

The development and expansion of infrastructure in the field of discharge and treatment of waste water has been on a steep rise in recent years. Public utility companies engaged in this activity are required to provide the service. In that context, they are faced with problems related to staff. What kind and how much? This question is important in long-term strategic planning. In calculating the employment potential for a utility company, I relied on previously carried out studies that dictate the scope of new construction within the next 5 years and German standards that the Municipal Chamber of Slovenia has been gradually introducing to Slovenian standards. Employment potential is prepared for the required number of employees in the discharge and treatment of waste water for Komunala Novo mesto d.o.o. in accordance with the German standard ATV-147 / 2, which is an equivalent to the standard of work in Europe. This is based on the work currently being carried out in the industry and depending primarily on the ability in connection with the existing number of employees, and the shared practical experience as well as new approaches, insights and knowledge introduced into the work process. An analysis is needed in terms of hiring new personnel and preparing career paths for the existing employees. The fact is that the calculated employment potential is great, but all other factors for correcting employment potential should be taken into account.

Key words: standard, sewage, wastewater treatment plants, workers, cost

Urban Marketing, its Function and Organisational Changes Caused by its Impact on Urban Environments

Globalisation has strongly affected demographic trends which can be seen in the concentration of population in urban areas. Urban marketing acts within the urban environment, providing quality living conditions and opportunities to meet the personal needs (welfare, high living standard, business opportunities and jobs) of its citizens, whereas foreign visitors are offered the possibility to identify investment opportunities, as well as to visit and enjoy an attractive tourist destination. Urban marketing is promotion of a city (the urban environment) and its well-known characteristics as well as a potential for attracting investments (Carisco, 1994, p. 61). The supporters of urban marketing should recognise the needs of citizens and bring about organisational changes that will be supported and approved by the population, by improving the city's image and raising citizen awareness about the importance of the endeavor. This paper elaborates on the influence of urban marketing and its developmental function on Skopje, the capital of Republic of Macedonia, and the support and approval on behalf of its citizens. The data gathered can be used to develop an urban marketing strategy for the local self-government of Skopje and its citizens as change agents in the process of urban marketing.

Key words: urban marketing, urban development, urban tourism, foreign investments, organisational change

Urbani marketing, njegova funkcija i organizacijske promene izazvane njenim uticajem u urbanim sredinama

Uticaj globalizacije se može uočiti u demografiji putem njegove koncentracije u gradskim sredinama. Urbani marketing deluje u okviru urbane sredine omogućavajući porast kvaliteta života, mogućnost za zadovoljavanje ličnih potreba (socijalne, visok životni standard, poslovne mogućnosti i posao) za svoje građane, a stranim posetiocima nudi mogućnost za investicije kao i mogućnost da posete atraktivne turističke destinacije. Urban marketing je promocija grada (urbane sredine) i njegovih prepoznatljivih karakteristika i moguće perspektive za privlačenje investicija (Carisko, 1994, str. 61). Zagovornici urbanog marketinga treba da prepoznaju potrebe građana, da pokrenu organizacijske promjene koje će biti prihvaćene i podržane sa strane stanovništva, putem podizanja imiđa grada i podizanja svesti o važnosti poduhvata kod građana. Ovaj rad elaborira uticaj urbanog marketinga i njegove razvojne funkcije u glavnom gradu Republike Makedonije, Skoplju, i podršku i saglasnost svojih građana. Prikupljeni podatci se mogu koristiti u razvoju urbane marketing strategije za lokalnu samoupravu grada Skoplja i njegovih građana kao agenti promena u procesu urbanog marketinga.

Ključne reči: urbani marketing, urbani razvoj, urbani turizam, strane investicije, organizacione promene

Mediji i maloletnička delikvencija

O pojavama delikventnog ponašanja kod dece i mladih vrlo je delikatno govoriti i pre bi se valjalo zapitati, ne o posledicama, nego o uzrocima ovog značajnog društvenog problema, zbog čega kod maloletnika dolazi do poremećaja društvenog ponašanja i zašto oni imaju želju i potrebu da krše društveno prihvatljive norme ponašanja? U procesu traganja za svojim identitetom, mladi se uključuju u društvo. Imaju potrebu za udruživanjem, pa zahteve grupe koju prepoznaju kao sebi blisku često nadređuju zahtevima roditelja. Ponekad to mogu biti i grupe sa devijantnim ponašanjem, što se obično dešava u manje kontrolisanim uslovima. Veoma bitan uzrok maloletničke delinkvencije predstavljaju neadekvatni procesi socijalizacije, a posebno procesi vaspitanja, odnosno vaspitna zapuštenost. Masovno komuniciranje kao poseban oblik društvenog komuniciranja ostvaruje se posredstvom tehničkih sredstava za čije imenovanje se koristi sintagma masovni mediji. S obzirom na porast broja maloletnih delikvenata kod nas i u svetu, i na činjenicu da mladi sve više slobodnog vremena provode uz internet, televiziju i druge masovne oblike informisanja, problem našeg istraživanja je: Da li i u kojoj meri mediji utiču na pojavu maloletničke delikvencije? Rezultati istraživanja pokazali su da postoji statistička značajna povezanost sa pojavom maloletničke delikvencije. Rad nudi nove spoznaje medijske maloletničke delikvencije i daje nekoliko tema za nova istraživanja.

Ključne reči: mediji, maloletnička delikvencija, vrednosni sistem

The Media and Juvenile Delinquency

The occurrence of delinquent behavior in children and adolescents is a very delicate. Rather than consequences, the questions should be asked about the causes of this important social problem that contributes to difficulties in the social behaviour of minors, and the reasons for the desire and need to break the social standards of conduct. In the process of seeking their identity, young people become active in society. They feel the need to socialise and the demands of the group that they identify with often are often above the demands of parents. Sometimes these groups include individual with deviant behavior, which usually occurs in less controlled conditions. A very important cause of juvenile delinquency are inadequate socialisation processes, especially the processes of education or educational neglect. Mass communication as a special form of social communication is achieved through technical means that are defines as the mass media. Given the increase in the number of juvenile delinquents worldwide, and the fact that young people spend more and more time on the Internet, watching television and other forms of mass media, the problem of our research is whether and to what extent the media influence the occurrence of juvenile delinquency The results showed a statistically significant connection with the occurrence of juvenile delinquency. This paper provides a new understanding of juvenile delinquency and offers several themes for new research.

Key words: media, juvenile delinquency, value system

Napovedovanje prodaje in povpraševanja po novih izdelkih – študija primera

Povpraševanje po novih izdelkih in prodaja le-teh sta še posebno pomembni področji napovedovanja, saj je uvedba novosti na trg pogosto povezana z velikimi investicijami, samo napovedovanje pa je izpostavljeno večjim napakam. V razpršitvenem procesu oziroma procesu širjenja ali prodora inovacij razlikujemo med procesom posvojitve ter procesom porabe (ponovni nakup). Bassov razpršitveni model, ki ga uporabimo v prispevku, se nanaša na uvajanje novega izdelka, namenjenega trgu široke potrošnje. V empirični analizi je prikazana uporaba Bassovega razpršitvenega modela kot podlaga za poslovne odločitve v zvezi z uvajanjem novega izdelka na trg.

Ključne besede: trženje, novi izdelki, Bassov model

Sales and Demand Forecasting Regarding New Products – Case Study

Demand and sales with regard to new products are particularly important areas of forecasting, as the introduction of innovations to the market is often associated with large investments. In addition, forecasting is exposed to significant errors. In a diffusion process, there is a distinction between the process of adoption and the process of consumption (re-purchase). The Bass diffusion model, used in this paper, refers to the introduction of a new product aimed at a mass consumption market. The empirical analysis illustrates the use of the Bass diffusion model as a basis for business decisions relating to the launch of a new product on the market.

Key words: forecasting, new product, Bass model

Tranzicijski menedžment kot model oblikovanja ciljev trajnostnega prostorskega razvoja v Sloveniji

Trajnostni razvoj je v strateških dokumentih Slovenije in tudi Evropske unije zapisan kot temeljni dolgoročni razvojni cilj. Še posebej je poudarjen pri prostorskem načrtovanju, ki naj bi bilo vzdržno, sonaravno ter širše družbeno koristno in sprejemljivo. Razvoj prostorskega načrtovanja v Sloveniji skuša slediti cilju sonaravnega razvoja, pri tem pa sta vidika družbene koristi in sprejemljivosti zapostavljena. Izkušnje kažejo, da je družbeni vidik eden ključnih dejavnikov trajnostnega razvoja in pomemben dejavnik oblikovanja dolgoročnih ciljev prostorskega razvoja. Pri odločanju o prostorski ureditvi, ki bi sledila cilju trajnostnega razvoja, je ključna začetna faza odločanja oziroma faza oblikovanja dolgoročnih ciljev. Ta faza je v slovenski praksi zapostavljena, kar je eden ključnih razlogov za neustrezno vrednotenje variantnih rešitev in za pojav družbene nesprejemljivosti. Problematika ni značilna le za Slovenijo, ampak se v zadnjem času z njo srečujejo tudi druge države EU. Raziskovanje družbeno odgovornega načrtovanja, s katerim je možno doseči cilje trajnostnega razvoja, je privedlo do novih upravljavskih pristopov, med katerimi je tudi nova oblika vodenja in upravljanja, imenovana tranzicijski menedžment oz. transition management (TM). V prispevku bo obravnavan TM kot model za oblikovanje dolgoročnih ciljev prostorskega načrtovanja v slovenskem prostoru.

Ključne besede: trajnostni razvoj, tranzicijski menedžment, prostorsko načrtovanje

Transition Management as a Model for Setting Sustainable Spatial Development Objectives in Slovenia

Sustainable development is defined in the strategic documents of Slovenia and the EU as the fundamental long-term development goal. It is especially emphasised in spatial planning, which should be sustained, sustainable as well as socially useful and widely acceptable. The development of spatial planning in Slovenia strives to pursue the objective of sustainable development, while the aspect of social utility and acceptability is neglected. A recent development in practice indicates that the social aspect is a key factor for sustainable development and an important factor of long-term spatial development objectives. When making decisions about the spatial planning that would followed the goal of sustainable development, the initial phase of the decision-making process or the phase of setting long-term goals is of key importance. This phase is usually neglected in Slovene practice, which is one of the key reasons for the inadequate evaluation of the variant solutions and the emergence of social unacceptability. The problem is not typical of Slovenia. Other EU countries have also been face the same problem lately. The research on socially responsible planning, which can contribute to the achievement of the objectives of sustainable development, has led to new management approaches, including the new form of governance or management called Transition Management (TM). The article addresses this as a model for setting long-term objectives of spatial planning in the Slovene environment.

Key words: sustainable development, transition management, socio-economic benefit, social acceptability, spatial planning

Socialni kapital in pripadnost zaposlenih v farmacevtski organizaciji

Socialni kapital je vir, ki pridobiva na pomenu in omogoča delovanje človeškega kapitala v organizaciji. Izhaja iz medsebojnega sodelovanja med zaposlenimi in odnosov v poslovnih omrežjih ter ustvarja dodano vrednost. Pomena socialnega kapitala in pripadnosti zaposlenih se zavedajo tudi v farmacevtski organizaciji. Skrbijo za to, da ohranjajo in izboljšujejo kakovost življenja zaposlenih, ki pomembno vpliva na dobro počutje in uspešno delo v organizaciji ter izven nje. Opremljenost, sodobna tehnologija, vlaganje v razvoj in raziskave v farmacevtski organizaciji zahtevajo usposobljene in izobražene zaposlene. Le-to dosegajo z nenehnim spodbujanjem k izobraževanju in dodatnemu usposabljanju. S sistemom koristnih predlogov zaposleni pripomorejo k inovacijam in izboljšavam. Farmacevtska organizacija svojim zaposlenim omogoča bogato kulturno in športno življenje, možnost oddiha ter pomoč pri urejanju osebnih težav. Za ustrezno motiviranje zaposlenih skrbijo z dinamičnimi in nedinamičnimi oblikami nagrajevanja. Na spodbujanje socialnega kapitala in pripadnosti zaposlenih v farmacevtski organizaciji vpliva tudi dvosmerna komunikacija in vodje s svojim načinom vodenja in zaupanja v zaposlene. Ključ do dobro opravljenega dela, uspešnosti, konkurenčnosti in inovativnosti organizacije so zadovoljni zaposleni, ki z medsebojnim sodelovanjem, zaupanjem, motiviranjem in izkušnjami ustvarjajo dodano vrednost organizaciji.

Ključne besede: socialni kapital, pripadnost, zaposleni, organizacija

Social Capital and Employee Loyalty in a Pharmaceutical Organisation

Social capital is a source that is gaining importance and ensures the use of human capital in an organisation. It is a product of mutual cooperation among employees and the relations in business networks and it creates an added value. Pharmaceutical organisations are aware of the importance of social capital and employee loyalty. They make sure that they keep and improve the quality of life of their employees, which has a positive influence on well-being and successful work in the organisation and outside. Equipment, up-to-date technology, investments in development and research in a pharmaceutical organisation require qualified and educated employees, which is achieved by constant encouragement for further education and additional training. The system of useful suggestions made by employees contributes to innovations and improvements. A pharmaceutical organisation offers its employees a rich cultural and sport life, the possibility of leave and assistance in solving personal problems. The adequate motivation of employees is achieved by financial and non-financial forms of incentives. The promotion of social capital and employee loyalty is also influenced by a two-way communication and by managers through their management style and trust in their employees. The key to a job well done, success, competitiveness and innovation in an organisation are satisfied and loyal employees who create the added value of an organisation, based on mutual cooperation, trust, motivation and experience.

Key words: social capital, loyalty, employees, organisation

Managing and Development of the Talents as Strategically Organizational Priorities in Great Corporate Communities

Lately, the objectives and perspectives of the organisational development have been increasingly oriented towards the respect, exploitation- maintenance and integration of human resources. Intellectual potential is the main predictor of the organisational success because it energises the opportunities for other resources and is able to create organisational design for times to come. With regard to the organisational priority in most communities, there is a growing current trend in studying all human resources, whereby special emphasis is put on the importance of talent management. The importance of process change and talent development is the result of several assumptions: the global race for talented human resources, an increase in talent management technologies, a lack of specialised workers of various types and at various levels and the process of retiring as an inevitable trend. The study of the functioning of large organisations indicates that there is a growing interest in planning, which is a strategic, integrated and automated approach to talent management. Particular emphasis is put on identifying high potential people – higher positions in organisations, which also presents an organisational challenge. In that context, an effective system for the management of talent is put in place as an integral part of planning the human resources. This implies the short-term or long-term orientation towards real people, real abilities, the right time and the right place.

Key words: management, development of the talents resources

Upravljanje i razvoj talenata strateški organizacijski prioritet u velikim korporacijskim zajednicama

Ciljevi i perspektivi organizacijskog razvoja u zadnje vreme su sve više orijentirani ka respektiranju, iskorištavanju i integraciji humanih resursa. Intelektualni potencijal je glavni čimbenik organizacijske uspešnosti jer dinamizira ostale resurse i je sposoban kreirati organizacijski dizajn za vreme koje dolazi. Na scena organizacijskih prioriteta u većim korporacijskim zajednicama je sve aktuelni trend proučavanja ljudskih resursa sa posebnim isticanjem na značaj upravljanja sa talenatima. Značaj procesa menadžiranja i razvoj talenata je rezultat nekoliko pretpostavki: svetska trka za talentovanim ljudskim resursima, porast tehnologije upravljanja sa talentima, nedostig specijaliziranih radnika različitih vidova i na različitim nivoima i proces penzionisanja kao neizbežan trend. Proučavanja funkcionisanje velikih organizacijskih sistema ukazuje da eskalira interes za uvožanje strateškog, integriranog i automatizovanog pristupa upravljanja sa talentima. Poseban akcenat u radu se stavlja na potrebe lociranja pojedinca sa visokim potencijalima (high-pos). U ovom kontekstu se aktualizuje sistem efikasnog upravljanja sa talenatima kako integralni dio planiranje ljudskih resursa. To podrazumeva kratkoročna ili dugoročna orijentacija ka sintagmi pravi ljudi, prave sposobnosti, pravo vreme, pravo mesto.

Ključne reči: upravljanje, razvoj talenata, resursi

Vpliv spola na nakupno odločanje porabnikov

V prispevku smo obravnavali pomen spola pri odločanju porabnikov za nakup oblačil. Rezultati predhodnih raziskav odraslih porabnikov kažejo, da imajo odločilen vpliv na nakupno odločitev ženske. V empiričnem delu smo se osredotočili na populacijo mladih. Vzorec raziskave je zajel 880 mladih v starostnem obdobju od 15 do 24 let. Anketiranje je potekalo v Sloveniji, Avstriji, Nemčiji in ZDA. S preverjanjem hipotez smo ugotovili značilne razlike v nakupnem vedenju med spoloma. Ugotovili smo, da imajo ženske več izkušenj z nakupovanjem oblačil, da se mladi razlikujejo v percepciji vpliva posameznega vira informacij na nakup oblačil po spolu ter da se mladi razlikujejo v oceni dejavnikov, ki vplivajo na nakup oblačil po spolu.

Ključne besede: nakup, odločanje, porabniki, mladi, oblačila, spol

The Influence of Gender on the Purchase Decisions of Customers

This article deals with the importance of gender in the purchase decision process of consumers when buying clothes. The results of previous studies of adult consumers show that women have a decisive role in purchase decisions. In the empirical part of this article we focused on young people. The survey sample included 880 young people aged between 15 and 24. The poll was conducted in Slovenia, Austria, Germany and the USA. By checking the hypotheses, we found significant differences in purchase behavior between the sexes. We found that women have more experience with buying clothes, that young people differ in the perception of the effect of an individual source of information on the purchase of clothing by gender and that young people differ in the evaluation of the factors that affect the purchase of clothing by gender.

Key words: consumer decision-making, young people, clothes, gender

Blagovne znamke v času recesije

Blagovne znamke postajajo vse pomembnejše. Vsako podjetje se trudi razviti, obdržati in naprej razvijati blagovno znamko. V času recesije začnejo kupci stiskati pasove, zato morajo blagovne znamke upravičiti svojo ceno. To storijo tako, da veliko vlagajo v marketing. Podjetja povečujejo oglaševanje, iščejo nove načine kako priti do kupcev, pocenijo embalažo, imajo večja količinska pakiranja, akcije. Istočasno na trg dajejo nove proizvode in s tem še dodatno otežujejo življenje konkurenci. V skrajnih primerih, ko kupcev blagovne znamke zmanjkuje, imajo znamke tudi možnost repositioniranja na trgu, to pomeni, da podjetja znižajo cene ter se osredotočijo na večji sloj kupcev. Vendar je to lahko dvorezni meč, saj se potem prejšnji kupci počutijo prevarani. Manjše blagovne znamke naj bi se v času recesije posvečale predvsem obstoječim kupcem in jih poskušale čim več ohraniti.

Ključne besede: blagovne znamke, marketing, recesija

Trademarks in the Recession

Trademarks are gaining their importance every year. Each company is trying to create, keep and further develop its trademark. In times of recession, customers spend less money so trademarks have to give value to its name. As a result, companies invest in marketing, increase advertising and strive to find new ways to attract customers by using less expensive packaging, cheaper packaging and discount prices. at the same time, new products are launched, which hinders other competitors. If a trademark loses its buyers, the company repositions the trademark on the market by lowering its prices in order to attract a wider range of buyers. However, this can have a negative effect on previous buyers who feel deceived. In times of recession, smaller trademark should pay attention to the existing buyers and strive to keep as many as possible.

Key words: trademark, marketing, recession

Odločitvene dileme managerjev mednarodno delujočih podjetij glede globalnega trženjskega spleta

Pri oblikovanju sodobnega trženja na globalnem trgu mora podjetje pravočasno, kakovostno in konkurenčno oblikovati trženjski splet izdelka oziroma storitve. Ne zadostuje samo poznavanje trženjskega spleta, znati ga je treba smiselno uporabiti in oblikovati najprimernejše strategije, politike in programe, ki bodo upoštevali posebnosti izdelkov, storitev in različnih trgov. Ko podjetje vstopa na globalni trg, se odloča med standardiziranim globalnim trženjskim pristopom ali specifičnim diferenciranim trženjskim pristopom, prilagojenim posameznim trgom oziroma državam. V prispevku se osredotočamo na odločitvene dileme glede globalnega trženjskega spleta. Najpomembnejše odločitve menedžerjev mednarodno delujočih podjetij so namreč vezane na sestavo uspešnega globalnega trženjskega spleta in na stopnjo standardizacije in/ali diferenciacije posameznega elementa trženjskega spleta. Končni cilj podjetja ni zmanjšanje stroškov, ki jih omogoča standardizacija, temveč doseganje donosnosti z večjo prodajo in večanjem tržnih deležev. To pa podjetje doseže z boljšim zadovoljevanjem različnih potreb potrošnikov, kar omogoča prav prilagajanje (diferenciacija). Ali bo mednarodno delujoče podjetje pri odločitvenih dilemah glede globalnega trženjskega spleta uspešno ali ne, je odvisno predvsem od tega, ali izbranim kupcem ponuja ustrezno vrednost in ali je le-ta večja od vrednosti, ki jo ponuja konkurenca. Oba potrebna pogoja bo podjetje lažje doseglo, če bo bolj kot na boj s konkurenti za del obstoječe vrednosti naravnano k ustvarjanju nove vrednosti za kupce.

Ključne besede: globalno trženje, trženjski splet, standardizacija, diferenciacija, odločitve

Decision-Making Dilemmas of Managers in International Companies Regarding the Global Marketing Mix

In developing the modern marketing in the global market, the company has to design a timely, quality and competitive marketing mix for products or services. Knowledge about the marketing mix is not enough. It is necessary to know its appropriate use and design appropriate strategies, policies and programmes that take into account specific products, services and features of different markets. When companies enter the global market, they often decide between the standardised global marketing approach or specific differentiated marketing approach adapted to individual markets or countries. This paper focuses on the decision dilemmas of the global marketing mix. The most important decisions of managers in international companies are related to the composition of a successful global marketing mix and the degree of standardisation and/or differentiation of each element of the marketing mix. The ultimate goal of the company is to achieve profitability through higher sales and increased market shares rather than reduce costs by enabling standardisation. This company can achieve that by better meeting various needs of consumers, which is ensured by adjustment (differentiation). The success of an international company is in resolving its decision-making dilemmas regarding the global marketing mix largely depends on the relevance of the value offered by the company to its buyers and whether this value is higher than the value offered by competitors. It is easier for the company to meet both conditions if it strives to create a new value for its buyers rather than contend with competitors for part of the existing value.

Key words: global marketing, global marketing mix, standardisation, differentiation, decisions

Razlogi za bolniško odsotnost medicinskih sester v intenzivni terapiji

Absentizem oziroma odsotnost z delovnega mesta je pojav, s katerim se ukvarjajo vse sodobne družbe. Zdravstveni absentizem pa je pojem, ki označuje čas, ko zaposleni določen čas ne dela zaradi bolezni, poškodbe ali nege družinskega člana. Medicinske sestre v intenzivnih terapijah so vsakodnevno izpostavljene stresnim situacijam in težkemu ter odgovornemu delu, ki zahteva psihično in fizično zdravega človeka. Zaradi prenatrpanih urnikov in obremenjenosti v poklicu se velikokrat odločijo za obisk pri zdravniku, čeprav to niso pravi razlogi za bolniško odsotnost. S primernim oblikovanjem dela se motivacija za delo poveča, to pa izboljša delovne rezultate, hkrati pa povečuje tudi zdravje in zadovoljstvo zaposlenih.

Ključne besede: zdravstveni absentizem, medicinske sestre, intenzivna terapija

Reasons for Sick Leave of Intensive Care Nurses

Absenteeism or absence from work is a phenomenon faced by all modern societies. Sickness absence is the term that refers to the time when an employee does not work due to sickness, injury or nursing a family member. Nurses in intensive care units are daily exposed to stressful situations as well as difficult and demanding tasks that require psychical and physical health. Due to an overcrowded schedule and the difficulty of the profession, they often opt for a visit at the doctor's office, but that are not proper reasons for sick leave. If work is appropriately organised, it increases motivation for work, thereby improving working results and the satisfaction of employees.

Key words: sickness absence, nurses, intensive care units

Spodbujanje investicij v javnem sektorju v času gospodarske krize

Globalna finančna kriza izvira iz poslabšanja razmer na ameriškem drugorazrednem nepremičninskem trgu posojil in drugih mikro- in makroekonomskih dejavnikov, ki so prispevali h kopičenju problemov na nepremičninskem trgu v ZDA. Prvo znamenje krize se je pojavilo aprila 2007, ko je ob poku hipotekarnega balona v ZDA bankrotirala prva hipotekarna ustanova. Padeč cen nepremičnin pa s tem ni bil zaustavljen, sledile so številne nacionalizacije hipotekarnih finančnih ustanov. Iz ZDA se je finančna kriza preselila v Evropo in udarila kot val stečajev na domala vsa gospodarska področja. Najbolj neprizadet je ostal javni sektor, ki pa mora v skladu z investicijsko dokumentacijo dokazati smisel in upravičenost investicije. Argumentacija upravičenosti, ki je zaradi pomembnosti vlaganj in pridobivanja sredstev toliko večja kot v času »debelih krav«, je v prispevku podkrepljena z večkriterijsko metodo izbire najprimernejše investicije. Pozornost posvečamo finančnim in tehnično tehnološkim parametrom investicijske dokumentacije v večdimenzionalni analizi, ki omogoča napreden način izbire investicije že v fazi idejne zasnove. Pomen teh investicij bi pospešil gospodarsko gibanje in javni sektor približal uporabnikom v smislu podpore in v smislu tržne usmerjenosti ter zagotavljanju lastne vzdržnosti.

Ključne besede: javni sektor, investicije, investicijska dokumentacija, večkriterijska analiza

Promotion of Investments in the Public Sector in the Economic Crisis

The global financial crisis originated from the deterioration in the US sub-prime housing loan market and other micro and macro-economic factors that have contributed to the accumulation of problems in the housing market in the US. The first sign of crisis occurred in April 2007 when the mortgage bubble burst in the US and the first mortgage institution went bankrupt. However, the fall in property prices did not end, followed by a number of mortgage nationalisation processes of financial institutions. From the US, the financial crisis moved to Europe and struck as a wave of bankruptcies in almost all economic sectors. The least affected has been the public sector, which has to demonstrate the significance and viability of investments, according to the investment documentation. The argument that justifies the importance of investments and fundraising should be much more solid compared to the time of »fat cows«, which is supported in this paper by a multicriteria method of choosing the right investment. In this paper, attention is paid to the financial, technical and technological parameters of the investment documentation in a multidimensional analyses which provides an advanced method of selection of investment in the concept stage. The importance of these investments would stimulate the economic trends and bring the public sector closer to its users in terms of support and market orientation as well as ensure its own sustainability.

Key words: public sector, investment, investment documentation, multi-criteria analysis

Pomen socialnega kapitala v podjetju Trimo Trebnje d. d. kot učeči se organizaciji

Koncept socialnega kapitala zajema socialno in kulturno povezanost družbe, norme, vrednote in institucije, ki vplivajo na medsebojno delovanje ljudi in je nujno potreben za prihodnji razvoj in blaginjo družbe. Pozitivne učinke socialnega kapitala lahko zaznamo predvsem v dostopu do informacij, v določeni meri tudi do moči in vpliva v določenem socialnem krogu ter v solidarnosti oziroma medsebojni pomoči. Eden od pristopov soočanja podjetja s spremembami v okolju je tudi koncept učeče se organizacije, ki temelji na nenehnem izboljševanju sposobnosti podjetja, kar je mogoče doseči z osebnim razvojem posameznikov in permanentnim učenjem vseh zaposlenih. Učeča se organizacija skupaj s socialnim kapitalom predstavlja velik sklop različnih dejavnikov, ki opisuje in raziskuje tisto, kar dela organizacijo uspešno in stalno se učečo. Tako mora organizacija vseskozi ustvarjati novo znanje, da zagotovi pogoje za dolgoročno konkurenčnost, vzporedno s tem pa uporablja obstoječe znanje za preživetje. Za uspešnost organizacije so ključ do uspeha ljudje, njihova motivacija, njihove izkušnje, spretnosti, vedenje in vedenje. In vse to znajo dobro izkoristiti v podjetju Trimo Trebnje, d. d., ki ustvarja na področju jeklenih zgradb, streh in drugih konstrukcij, kar bom prikazala kot primer dobre organiziranosti.

Ključne besede: socialni kapital, učeča se organizacija, znanje, motivacija

The Importance of Social Capital in Trimo Trebnje d. d. as a Learning Organisation

The concept of social capital includes the social and culture cohesion of society, norms, values and institutions, which affect the interaction between people. It is indispensable for the future development and prosperity of society. The positive effects of social capital are seen as access to information, a certain degree of power and influence in a given social circle and, finally, solidarity and mutual assistance. One of the approaches to confront the changes in the environment is also the concept of the learning organisation. It is based on the continuous company improvement, which can be achieved by the personal development of individuals and through the continuing learning of all employees. A learning organisation together with social capital shows a set of various factors that describe and explore what makes the organisation successful and a constantly learning organisation. Therefore, the organisation should daily develop new skills to ensure the conditions for long-term competitiveness. At the same time, the organisation uses the existing knowledge for survival. The key to the success of an organisation are people, their motivation, beliefs, skills, behavior and knowledge. All of the aforementioned know how to use in Trimo Trebnje d.d., the manufacturer of steel buildings, roofs, and other constructions. I will present this organisation as an example of good practice.

Key words: social capital, learning organisation, knowledge, motivation

Izzivi menedžmenta v svetu globalizacije

Izzivi v današnjem globalnem okolju – globalna konkurenčnost, skrb za etiko in ekologijo, skokovit napredek v informacijski in telekomunikacijski tehnologiji, vse bolj razširjena uporaba elektronskega poslovanja, znanje in informacije kot najpomembnejši organizacijski kapital, naraščajoče zahteve zaposlenih po ustvarjalnem delu ter priložnostih za osebnostni in profesionalni razvoj – zahtevajo od menedžmenta popolnoma drugačne odzive, kot so jih bili vajeni doslej. Današnji menedžerji morajo uvajati popolnoma nove koncepte, če želijo uspešno voditi sodobne združbe – organizacije. Veliko napora morajo vlagati v uspešno sledenje spremembam. Proces menedžmenta mora biti usmerjen k obvladovanju informacij, znanja in razvoju intelektualnega kapitala. Novodobni menedžerji morajo biti sposobni ustvariti organizacijsko kulturo, ki bo odsevala lastnosti, kakršne ima internet – odprtost, zasnovanost na znanju, povezljivost, eksperimentalnost in brezmejnost.

Ključne besede: menedžment, globalizacija, organizacija, znanje, informacije

Management Challenges in Globalization World

The challenges in today's global environment – global competition, concern for ethics and ecology, rapid progress in information and telecommunication technology, increasingly widespread use of electronic business, knowledge and information as the most important organisational capital, increasing demands of employees for creative work and chances for personal and professional development – demand from the management completely different responses than in the past. Today's managers have to introduce completely new concepts if they want to run contemporary organisations effectively. They have to invest great efforts to successfully effect changes. The management process should be oriented towards controlling information and knowledge as well as developing intellectual capital. Modern managers should be capable of creating an organisational culture that reflects the features similar to the Internet – openness, based on knowledge, connectivity and experimental and limitless nature.

Key words: management, globalisation, organisation, knowledge, information

Eksistencialna kriza in bivanjski vakuum v interakciji z aktualno globalno problematiko

Eksistencialna kriza in kriza smisla je temeljni problem sodobnega človeka in družbe. V prispevku bo z vidika logoterapije prikazana eksistencialna problematika novodobnega človeka, ki se kaže tako navznoter (osebnostno, bivanjsko) kot tudi navzven (družbeno, socialno, ekonomsko). V današnjem času vedno več ljudi doživlja eksistencialno krizo in krizo smisla. Zadnja leta smo pričeli skrb vzbujajočemu pojavu. V mnogih dobro stoječih organizacijah pri dobro situiranih posameznikih v najvišjih krogih prihaja do eksistencialne krize, krize smisla in bivanjskega vakuuma ter posledično ponekod tudi do samomorov. To je sicer zadnja stopnja eksistencialne krize, zaskrbljujoči so pa tudi simptomi posameznikov, ki se v nekem podjetju med zaposlenimi lahko kažejo kot depresija, stres, melanholija, neustvarjalnost, nekreativnost, neučinkovitost, splošna nezadovoljnost, različne zasvojenosti, čustvena otopelost, apatičnost, bolniška odsotnost ... Prispevek razkriva vzroke eksistencialne krize in odpira temeljna vprašanja, kje in na kakšen način bi v organizaciji lahko preprečevali krizo. Gre za preprečitev temeljnih barier v napredovanju oz. rasti organizacije, ki se kaže v večji učinkovitosti in storilnosti. Za doseganje večje rasti in konkurenčnosti gospodarstva, za večjo blaginjo prebivalstva je skrb za zaposlene nujna, še več, je konstitutivni element uspešnega podjetja in družbe. Večje osebno zadovoljstvo, zdravje, notranja uresničenost in izpolnjenost, dvig odnosov na kvalitetnejšo raven in večja komunikacijska transparentnost prispevajo k večji učinkovitosti ter posledično tudi k večji uspešnosti organizacije.

Ključne besede: eksistencialna kriza, bivanjski vakuum, človeški viri, logoterapija

Existential Crisis and Existential Vacuum in the Interaction with the Current Issues of the Global World

The main problem of modern man and society is related to an existential crisis and the crisis of the meaning of life. From the point of view of logotherapy, this paper points out the existential problems of the contemporary man which can be found inside the individual (personal and existential) and outside human society (societal, social and economic). Nowadays, more and more people are subjected to an existential crisis and question themselves about the meaning of life. This phenomenon has been of great concern for the last few years. The existential crisis and existential vacuum as well as the question of the meaning of life have become part of the everyday life of well-situated people, regardless of being employed in a successful organisation, often leading to suicidal behaviour. However, suicide is the last stage of an existential crisis. There are other also symptoms such as depression, stress, melancholy, a lack of creativity, inefficiency, despair, all kinds of addictions, emotional indifference, apathy, sick leave etc., which should be taken seriously. This paper describes the reasons for an existential crisis and points out the essential questions regarding where and how an organisation could prevent such a crisis. It deals with the basic barriers that an organisation should confront in order to grow and develop in terms of efficiency and productivity. With regard to the growth and competitiveness of the economy, the development of human resources should be taken into consideration or, even more importantly, it should be an integral part of a successful company and society. Greater personal satisfaction, health and psychological stability, self-fulfilment, good relationships and clear communication can contribute to the efficiency and success of a company.

Key words: existential crisis, existential vacuum, human resources, logotherapy

Ljudski kapital paradigma izazovima globalizacije

U vremenu brzih promjena 21. vijeka, vremenu globalizacije koja je zahvatila sve pore društvenih procesa, postavlja se pitanje: ko su akteri globalnih promjena i kakvi su njihovi uzajamni odnosi? Uzročno-posljedični odnosi, odnosno interakcija usmjerena je na određene ciljeve, a ostvarivanje ili neostvarivanje tih ciljeva nisu jedini efekti socijalne interakcije. U ponašanju svakog od aktera globalizacije javljaju se promjene koje su posljedica ponašanja drugih učesnika. Stoga se pitanje forme odnosi na sve raznovrsne i brojne obrasce, koje socijalna interakcija nosi na globalnom, manifestnom planu, konkretne oblike ispoljavanja i neposredno opažanje. U tom smislu, nas posebno interesuje opažanje ljudskog kapitala kao paradigme izazovima socio-ekonomskog sistema EU i kao izraza interakcije unutar svih vrsta događanja ili procesa, koji se odvijaju unutar socijalne situacije, između dijelova određenog socijalnog sistema (socio-ekonomsko okruženje EU), između socijalnih sistema koji djeluju u okvirima zajedničkog prostora (EU). Rezultati empirijske studije, pokazuju da postoje značajne razlike između osobina ličnosti (intelektualne sposobnosti, emocionalna inteligencija, motiv postignuća, opšta samoeфикаsnost) i socio-iskustvenih obilježja s jedne strane i percepcije efikasnosti nastavnika, s druge strane. Pitanje socijalne percepcije (kao pod sistema ili entiteta) u psihološkom smislu riječi je od presudnog značaja, kada su u pitanju globalni društveni procesi i socio-ekonomsko okruženje EU, ciljevi (ostvareni ili neostvareni) ili budućnost koju treba da sagledamo u cjelosti.

Ključne riječi: ljudski kapital, socijalna percepcija, EU

Human Capital as a Paradigm of the Challenges of Globalisation

In times of fast changes of the 21st century and globalisation that affects every social process, the following questions have been raised: who are the participants of global changes and what is their mutual relationship like? Causal relations (interaction), are directed towards the specific goals, whereby reaching the goals is not the only effect of the social interaction. The behavior of the participants changes based on the behaviour of other participants. Therefore, the question of form relates to all of the various and numerous patterns that are present at the global and manifest level as well as the concrete forms of manifest and direct perception. In that context, we are particularly interested in the perception of human capital as a paradigm of the challenges of the social-economic system of the EU as well as the expression of interaction among all types of occurrences and processes that take place in social situations between the parts of a certain social system (the EU social-economic environment) and between the social systems that are present in a common area (the EU). The results of the empirical studies, show that there are significant differences between the characteristics of the personality (intellectual abilities, emotional intelligence, achievement motive, general self-efficiency) and socially experienced imprints on the one hand and the perception of the teacher's efficiency on the other hand. The question of social perception (as a subsystem or entity) in the psychological sense of the term is of key importance when considering global social processes and the social-economic environment of the EU, goals (accomplished or unaccomplished) or the future that we should consider in its entirety.

Key words: human capital, social perception, EU

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Suština i smisao ljudskog kapitala kao razvojnog resursa

S obzirom na veliki značaj i ulogu koju ima u socijalno-ekonomskom razvoju savremenih društava, ljudski kapital je odavno prepoznatljiva i privlačna tema u raspravama teoretičara sa različitih naučnih područja. Pri tom se i danas preispituje koncept ljudskog kapitala, naročito u svetlu nekih novih realnosti odnosno nastanka i afirmacije društva znanja i ekonomija zasnovanih na znanju. U takvom razvoju pojavljuju se i neki novi pojmovi, kao što su «ljudski resursi», «intelektualni potencijal», «intelektualni kapital» i sl., koji bi trebalo da potpunije izraze kvalitet radne snage u novonastalim socijalno-ekonomskim okolnostima. Ova tendencija, koju prate i povremene kritike teorije ljudskog kapitala u delu profesionalne literature pomalo je protivurečna, jer se u takvim pristupima često ne navode suštinske razlike između koncepta ljudskog kapitala i srodnih pojmova. Stoga je daleko važnija saglasnost među ekonomistima obrazovanja i stručnjacima iz srodnih disciplina u tome da ekonomski rast i razvoj, ali i ukupni društveni razvoj u velikoj meri zavisi od investicija u ljudski kapital odnosno u sve oblike obrazovanja i učenja celokupnog stanovništva.

Ključne reči: ljudski kapital, intelektualni kapital, ljudski resursi, obrazovanje i učenje, socijalno-ekonomski razvoj

Essence and Meaning of Human Capital as a Development Resource

Given the great importance and the role it plays in the socio-economic development of modern societies, human capital has long been identifiable and attractive theme in discussions with scholars of different scientific fields. While this is still reviewing the concept of human capital, especially in light of some new realities and the emergence and affirmation of the knowledge society and knowledge-based economies. In this development there are also some new concepts such as "human resources", "intellectual potential", "intellectual capital" and the like., Which should fully express the quality of the workforce in the new socio-economic circumstances. This tendency, accompanied by the occasional criticism of the theory of human capital in the part of the professional literature is somewhat contradictory, because in such approaches often do not indicate substantial differences between the concept of human capital and related terms. Therefore, it is far more important consensus among economists education and experts from related disciplines in the fact that economic growth and development, and social development is largely dependent on investment in human capital and in all forms of education and learning of the entire population.

Key words: human capital, intellectual capital, human resources, education and learning, socio-economic development

Organizacijska klima in zadovoljstvo zaposlenih v zdravstvu

Prispevek predstavlja dejavnike tveganja, ki vplivajo na zadovoljstvo in nezadovoljstvo zaposlenih v zdravstvu, ter dejavnike, ki pripomorejo k boljši delovni klimi. Avtor izpostavi pomen rednega spremljanja, preučevanja in poročanja o zadovoljstvu zaposlenih. V teoretičnem delu smo predstavili pomen organizacijske klime, njene značilnosti, dejavnike tveganja, zadovoljstvo zaposlenih in model spremljanja zadovoljstva zaposlenih. V empiričnem delu smo predstavili rezultate raziskave, ki smo jo izvedli na Psihiatrični kliniki Ljubljana, na oddelku za intenzivno terapijo v letu 2011. Podatke smo zbrali s pomočjo standardiziranega anketnega vprašalnika SiOK, ki je sestavljen iz 80 vprašanj. Sodelovalo je 35 anketirancev, ki je zaposleno na enoti za intenzivno terapijo. Namen raziskave je bil, preučiti zadovoljstvo zaposlenih v zdravstveni negi na Psihiatrični kliniki Ljubljana. Z raziskavo smo ugotovili, da je večina anketirancev nezadovoljna z možnostjo napredovanja, obveščenostjo, plačo in strokovnim razvojem. Večina anketirancev je zadovoljna z odnosi s sodelavci, stalnostjo zaposlitve, varnostjo pri delu in z neposrednimi vodji. Rezultati nam tudi pokažejo, da so vodstveni zaposleni v primerjavi z nevodstvenimi bolj zadovoljni s soodločanjem pri delu in poslovanju, plačo in drugimi materialnimi ugodnostmi, odnosi s sodelavci, delovnimi razmerami, napredovanjem pri delu, stalnostjo zaposlitve, strokovnim razvojem in varnostjo dela.

Ključne besede: organizacijska klima, dejavniki tveganja, zadovoljstvo zaposlenih

Organisational Climate and Satisfaction of Employees in Health Care

The article presents the risk factors that affect satisfaction and dissatisfaction of employees in health care and the factors that contribute to a better working climate. The author points out the importance of the continuous monitoring, assessment and reporting regarding employee satisfaction. The theoretical part presents the importance of organisational climate, its characteristics, risk factors, employee satisfaction and the model for monitoring employee satisfaction. The empirical part presents the results of the research conducted at the Psychiatric Hospital in Ljubljana, the Department of Intensive Care, in 2011. The data was gathered by the standardised questionnaire SiOK, which consists of 80 questions. The study included 35 respondents who are employed in the intensive therapy unit. The purpose of the study was to examine employee satisfaction among employees in nursing at the Ljubljana Psychiatric Hospital. The research established that the majority of respondents are dissatisfied with promotion prospects, being notified, salary and the professional development. Most respondents is satisfied with their relationships with colleagues, continuity of employment, safety at work and direct superiors. The results also show that the management, compared with the non-management, is more satisfied with participation in the work, salary and other material benefits, the relationships with colleagues, working conditions, promotion at work, continuity of employment, the professional development and safety at work.

Key words: organisational climate, risk factors, assessment and measurement, employee satisfaction

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Dejavniki, ki vplivajo na pojav sindroma izgorevanja v socialnovarstvenih zavodih v Republiki Sloveniji

Prispevek obravnava pojav sindroma izgorevanja zaposlenih na področju zdravstvene nege v socialnovarstvenih zavodih v širšem pomenu. Težišče raziskave je bilo v preverjanju psihičnih obremenitev osebja v domovih za starejše, zlasti posledic psihičnih obremenitev, ki že predstavljajo znake izgorevanja ali pa so njegovi predhodniki.

Ključne besede: izgorevanje, socialnovarstveni zavod, zdravstvena nega

Factors that Influence the Phenomenon of Burnout in Social Care Centres in Slovenia

This article deals with the phenomenon of burnout of employees in health care and social care centres in the broader sense. The research focused on the mental strain of the staff in nursing homes, especially emphasising the consequences of the mental strain, whereby the reactions already show signs of burnout or its beginning.

Key words: burnout syndrome, social care centres, health care

Sredstva evropske kohezijske politike – priložnost za zdravstveni sistem

Prispevek želi prikazati pomen sredstev evropske kohezijske politike za razvoj zdravstvenega sistema v Sloveniji, in sicer na področju investicij in razvoja človeških virov (projekt e-zdravje, mreža urgentnih centrov, energetska sanacija). Hkrati je namen prispevka spodbuditi deležnike v slovenskem zdravstvenem sistemu, da pripravijo projektne ideje in predloge ter prepričajo pripravljavce programskih dokumentov, da je področje zdravstva pomembna prioriteta evropske kohezijske politike v Republiki Sloveniji. Pomen sredstev evropske kohezijske politike se povečuje v času finančno- gospodarske krize, ko države članice omejujejo javno porabo in sredstva evropske kohezijske politike predstavljajo potrebna razvojna sredstva v državnem proračunu.

Ključne besede: nepovratna sredstva EU, zdravstvo, razvoj, investicije, zaposleni

The EU Cohesion Policy Funds – an Opportunity for the Health Care System

This article strives to determine the importance of the EU Cohesion and Structural Funds for the improvement of the health care system in Slovenia in terms of equipment and human resource development. Accordingly, one of the main objectives of this article is to encourage policy-makers to maintain and promote health as an investment priority under the future framework 2014-2020. The European Commission estimates that it takes Member States about two years to elaborate their national programmes for spending EU funds. Therefore, 2012 and 2013 are the main windows of opportunity for all interested parties in the health system to contact their national authorities in order to ensure that national programmes identify health improvements as a priority: without an appropriate and explicit national framework in place, there can be no EU funding allocation to health.

Key words: EU Cohesion and Structural Funds, Cohesion Policy, health policy, development investments, HRD

Izziv globalizacije, management, kakovost in rezultati

Kakovost stoji v strategijah podjetniškega in javnega sektorja, vendar vsi ne dosegajo konkurenčnih rezultatov. Dodana vrednost na zaposlenega v Sloveniji je zgolj 25.554 EUR. Milenijske spremembe terjajo pomembne ukrepe, nove koncepte in pravi pristop. Pri tem je pomembna usmeritev celostna sistemska kakovost. Ta terja sistemsko ravnanje managementa ali management, ki obvladuje kakovost celostno. V ta namen je bil po več desetletjih razvoja izkušenj v svetu v letu 1992 posebej priporočen evropski instrument EFQM (ang. European Framework for Quality Management, slov. Evropski okvir za management kakovosti), ki pa je razumljen bolj kot instrument ocenjevanja, ne pa za management koristen instrument, ki pri pomore načrtovano in sistematično pot do rezultatov.

Ključne besede: kakovost, podjetniški in javni sektor, Evropski instrument, sistem, rezultati

Challenges of Globalisation, Management, Quality and Results

Quality is included in all the strategies of private and public sector bodies, but competitive results are not achieved by every organisation. Added value in Slovenia is only EUR 25,555 per capita. Millennial changes require substantial measures, new concepts and a proper approach. Therefore, the total quality system is in accordance with these decisions. For that reason, the system management has been introduced (or total quality management), which means managing the quality in its entirety. To that end, after decades of developing experience worldwide, the European instrument EFQM (European Framework for Quality Management) was adopted in 1992, which is especially recommended by the EU. However, EFQM is understood by the majority of managers as an assessment tool rather than a management tool that helps achieve results through a planned and systematic way.

Key words: quality, private and public sector, EU instrument, system, results

Zaupanje med vodilnimi in zaposlenimi

Samozaupanje, medsebojno zaupanje, zaupanje v znanje in sposobnosti pomembno vplivajo na hitrost odzivanja in kakovost odločanja ter s tem na uspešnost podjetja. Skupno, kolektivno znanje in izkušnje zahtevajo nesebično delitev znanja, sodelovanje in pomoč med zaposlenimi, vse to pa zahteva veliko mero zaupanja. V današnjih sodobnih organizacijah mora biti to med zaposlenimi še posebej dobro razvito, saj bodo zaposleni le s kreativnim sodelovanjem dosegli obstoj, razvoj in uspeh organizacije.

Organizacijski vodje se v današnjem času srečujejo z veliko krizo kredibilnosti. Vodje lahko pridobijo zaupanje svojih sodelavcev z odprto komunikacijo. V organizacijah je izgradnja zaupanja odvisna od načina dela z informacijami. Prepogosto zaposleni vidijo, kako vodilni zadržujejo informacije zase, istočasno pa govorijo, kako je delitev znanja ključna. Ne glede na to, kakšno splošno organizacijsko kulturo ima določena organizacija, lahko posamezni menedžerji in vodje določenih timov ustvarijo mini kulturo znotraj lastne delovne skupine. Današnja podjetja se večinoma že zavedajo, da imajo v lasti najmočnejši inštrument, ki si ga lahko želijo »kolektivno modrost in izkušnje svojih zaposlenih«.

Organizacijske teorije problematiko zaupanja obravnavajo predvsem v povezavi z delitvijo dela in z zagotavljanjem nadzora. Področje zaupanja pa zajemajo številne organizacijske raziskave, ki pa se med seboj velikokrat zelo razlikujejo.

Ključne besede: zaupanje, sodobna organizacija, vodilni in zaposleni

Trust between Managers and Employees

Self-reliance, mutual trust and trust in knowledge and ability are very important regarding swift response and quality decisions and, consequently, affect the performance of the company. Common knowledge and experiences demand unselfish sharing of knowledge as well as cooperation and help among employees, and all the aforementioned is possible if there is a high level of trust. In modern organisations, trust among employees should be built, since the existence, development and success of an organization depends on the creative work of its employees. Nowadays, managers are confronted with a credibility crisis. Trust between employees and managers can be achieved through clear communication. In an organisation, trust building activities depend on how we manage information. It often happens that employees see how managers do not share information and, at the same time, claim that sharing information is very important. Regardless of the general organisation culture, certain managers and team leaders can establish a microclimate within their own working teams. Today's companies are mostly aware of their strongest instrument available, meaning the "common wisdom and the experience of their employees". Organisational theories mostly deal with trust issues in connection with the separation of work and the assurance of supervision. Trust is a common topic of numerous organisational research studies, but they often produce very different results.

Key words: trust, modern organisation, managers and employees

Vpliv prepričanj na strateško komunikacijo managerjev v času globalizacije

Globalizacija je omogočila priložnost izenačiti sposobnosti vodij. Prvenstveno razliko ustvarja le osebnost posameznika, za katero spremembam skladen razvoj so v globalnem poslovnem svetu osvoboditve izpod jarma lastnih omejujočih prepričanj osnova za širjenje obzorja, cone ugodja in rast osebnega uspeha. Kako se posameznikovo zrcaljenje najrazličnejših prepričanj odraža v nevro in lingvistični resničnosti in kakšen filter med vedenjem in dejanjem predstavljajo prepričanja v strateški komunikaciji managerjev, članek predstavlja skozi podrobnejšo razlago omejujočih prepričanj in potrebnih osebnostnih prednosti managerjev, na katera ravno nepoznavanje vpliva prepričanj nanje, lahko privede do nerazumevanja ali konflikta in posledično neuspeha. Praktičen primer ene od NLP tehnik članek predstavlja ob razlagi faz strateške komunikacije PRL. Razvijanje veščin, med katere sodi strateška komunikacija managerjev, prispeva k razvoju sposobnosti že pri temelju komunikacije prepoznati in ozavestiti lastno omejujoče prepričanje, se od njega disociirati v smislu nevtralnega opazovanja sebe in sogovornika ter z razvito veščino vodenja pripeljati komunikacijo k cilju ali rešitvi, ki jo želimo doseči. S tem posledično višamo stopnjo prilagodljivosti posameznika, ki v času globalnih sprememb določa, v kolikšni meri zmoremo sprejemati spremembe in vplivati nase in na druge.

Ključne besede: prepričanja, strateška komunikacija, nevrolingvistično programiranje (NLP), globalizacija

Beliefs that Affect Strategic Communication Management during Globalisation

Globalisation has given managers a chance to level their abilities. The main difference among them is their individuality. The basis to be free from their own limited beliefs in the global business world lies in broadening their horizons, expanding their comfort zone and achieving personal success. This article presents how a person's various beliefs are reflected in neuro and linguistic reality and what kind of a filter between behaviour and action these beliefs present in managers' strategic communication. To be more precise, the article illustrates a detailed interpretation of limited beliefs and vital personal advantages of managers. If they are not familiar with the influence beliefs have on them, this can lead to misunderstanding or conflict and, consequently, to failure. The article gives a practical example of one of the NLP techniques as well as the interpretation of all phases of PRL strategic communication. The development of abilities, including the strategic communication of managers, contributes to the development of abilities in basic communication in order to recognise and become familiar with their own limited belief, dissociate from it in the sense of neutral monitoring of themselves and a partner in a dialogue and reach their goal by using developed leading communication skills. Consequently, they raise the level of their adaptability, which dictates the level to which changes can be accepted and the influence that they can have on them and others in the times of global changes.

Key words: beliefs, strategic communication, neurolinguistic programming (NLP), globalisation

Globalni izazovi turističkog biznisa

Početak dvadeset prvog veka vrši redukciju dosadašnjih teorijskih i praktičnih shvatanja turističkog biznisa. Ta redukcija sistematizuje sva dosadašnja shvatanja u pet globalno posmatranih rasprava kroz: hedonističke teorije i začetak globalne turističke prakse; pojavu masovnog turizma u teoriji i praksi; modernističko shvatanje i tehnološki praktičnu primenu turističkog biznisa; kvantitativnu i kvalitativnu, kako teorijskih stavova, tako i aplikativnih tretiranja; selektivnu teoriju turističkog biznisa i praktičan razvoj turizma posebnih zahteva. Iz navedenih razloga rad će da obradi sve ono što savremeni svet u globalnim procesima zahteva od turističkog biznisa kroz postavljeni cilj da se dođe do istinitog zaključka o uspešnosti, ili neuspešnosti tako postavljenog turizma. Uvažavajući sve savremene metodologije društvenih nauka i osnovnu hipotezu da je turistički biznis u osetljivoj krizi, tj. da mora da polazi uvek od međunarodne tolerancije i poslovnog razumevanja. Znači, rad ima i teorijski i praktičan značaj, jer će rezultati istraživanja biti potkrepljeni relevantnim empirijskim podacima.

Ključne reči: turistički, biznis, izazovi, globalizacija, razvoj

Global Challenges of the Tourism Business

The beginning of the 21st century saw a reduction in previous theoretical and practical understanding of tourism. This reduction classifies the previous understanding into five globally established categories, meaning hedonistic theory and the beginning of global tourism practice; the emergence of mass tourism both in theory and practice; modern understanding and technological practical implementation of the tourism business; quantification and qualitative, both theoretical positions and applicative treatment; and the selective tourism theory and the practical development of special requests tourism. For these reasons, the paper deals with everything the modern world requires in the global processes of tourism through the set goal in order to reach the conclusion about the success or failure of such tourism. The paper considers all modern methodologies of social sciences and the hypothesis that the tourist business is in a sensitive crisis, meaning it should always be based on the international tolerance and understanding of business. Therefore, it includes the theoretical and practical importance, since the research results are supported by the relevant empirical data.

Key words: tourism, business, challenges, globalisation, development

Različita poimanja života prelamaju se kroz misli i stavove likova u engleskim romanima za decu i mlade

U ovom radu autor ističe značaj poznavanja drugih kultura čime se jača svest o jedinstvenosti sopstvene kulture i nasleđa koje je zajedničko ljudskoj vrsti. Slike koje su stvorene i književno oblikovane nose univerzalne vrednosti koje recipijenti tumače u zavisnosti od potreba vremena i podneblja u kome žive. Kulturne i jezičke razlike reflektuju se na misli i stavove junaka prevedenih engleskih romana za decu i mlade te na taj način kao pisani, književno – umetnički mediji predstavljaju značajan izvor informacija o geografskoj, istorijskoj i vremenskoj determinanti. Ova vrsta humanog ljudskog resursa u funkciji je razvoja kulture, obrazovanja i nauke što će biti prikazano kroz akcije junaka kao nosilaca radnje.

Ključne reči: različitost, život, likovi, jezik, engleski roman

Different Understanding of Life Diffracts through Thoughts and Attitudes of Characters in English Novels for Children and Young People

In this paper, the author points out the importance of being familiar with other cultures and thus strengthening the awareness of the uniqueness of one's own culture and heritage, which is common to the human kind. The created and literary shaped images carry universal values that recipients interpret in accordance with the needs of the time and the region they live in. Cultural and linguistic differences reflect on the thoughts and attitudes of the characters in translated English novels for children and young people and thus as written, literary-artistic media present an important source of information about the geographical, historical and time determinant. This kind of human resource is in the function of the development of culture, education and science, which is shown through characters' actions.

Key words: difference, life, characters, language, English novel

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Model razvoja človeških virov v srednjem šolstvu

Spremembe, ki se dogajajo v današnjem okolju, in spremenljiva vloga kadrov vplivajo tudi na razvoj in smernice v slovenskem šolstvu. Najpomembnejši element v zagotavljanju kakovostne šole v prihodnosti je učitelj, ki s svojimi sposobnostmi kreira učno-vzgojni proces. Zapažen problem ni samo vprašanje statusne določitve vloge učitelja, ampak v celovitem načrtovanju razvoja učiteljev s posebnim poudarkom na razvoju učiteljeve kariere. Možnosti, ki jih nudi znanost o menedžmentu in sodobna informacijska tehnologija, spreminjajo naš pogled in razumevanje vloge posameznika pri razvoju kariere. Osnovni namen prispevka je v predstavitvi modela razvoja človeških virov v srednjem šolstvu.

Ključne besede: Razvoj človeških virov, načrtovanje kariere, ekspertni sistemi odločanja, kadrovski informacijski sistem, modeliranje, srednje šolstvo

A Model for Human Resource Development in Secondary School

The changes which take place in today's environment and the changing role of personnel also influence the development and guidelines in the Slovene school system. The most important element in assuring quality school in the future is the teacher, who creates the learning and educational process with his/her own aptness. The noticed problem relates to the issue of the status definition of the teacher's role as well as to the comprehensive planning of the teacher's development with special emphasis on the teacher's career opportunity. The possibilities offered by management science and modern information technology change our viewpoint and understanding of the role of each individual regarding career development. The primary purpose is to present a model for human resource development in secondary school.

Key words: human resource development, career planning, expert system of decision-making, personnel information system, modelling, secondary school

Neka pitanja upravljanja kvalitetom u obrazovanju

Kvalitet je najvažniji fenomen našeg doba i najvažniji faktor u međunarodnoj ekonomskoj razmeni u savremenim uslovima globalnog međusobnog povezivanja na tržišnim principima u svim sferama delatnosti. Znanje je nužno postalo roba pa kao takvo je i značajno iz ugla menadžmenta i međunarodne konkurencije jer stvoriti konkurentan kvalitet je imperativ i nužnost globalne ekonomije i poslovne klime. Danas je nemoguće govoriti o razvoju obrazovanja a da se u isto vreme ne govori o menadžmentu kvaliteta u obrazovanju koji je neodvojivo povezan sa evaluacijom kao temeljom bilo da je ona interna ili eksterna. Nastojanje da se u obrazovanje uvede sistem kvaliteta, kontrola i upravljanje kvalitetom, aktualizovala su niz pitanja vezana za specifičnosti kvaliteta u ovoj oblasti, od definisanja kvaliteta do njegovog unapređivanja. Kvalitet dolazi od ljudi i zato upravljanje kvalitetom treba da počiva na ljudskim potencijalima i filozofiji da kvalitet treba da postane urođena izvrsnost i stanje duha za sve koji u procesu učestvuju. Ovo posebno važi za obrazovanje u kome padovi nivoa kvaliteta imaju nesagledive društvene posledice. Cilj menadžmenta kvaliteta u obrazovanju jeste da se ništa ne prepušta stihiji i slučaju već da se stvore racionalne osnove za razvoj sistema obrazovanja pri čemu upravljanje kvalitetom neće polaziti »odozgo« iz centra, prema dole.

Ključne reči: kvalitet, menadžment kvaliteta, evaluacija, obrazovanje, obezbeđenje kvaliteta, unapređivanje

Questions Concerning Quality Management in Education

Quality is the most important phenomenon of our times and the most important factor in international economic exchange in the present-day conditions of global interconnection based on market principles in all areas of human activities. As a consequence, knowledge has become a public commodity, and as such, it is of vital importance in terms of management and international competition because creating a competitive product is an imperative and necessity of the global economy and business climate.

Raising the quality level and maintaining it has become a global activity. The requirements in terms of quality are constantly being raised to a higher level because the level once achieved cannot be satisfactory for a longer period of time. Nowadays, it is impossible to talk about the development of education without mentioning the quality management in education which is inseparably related to evaluation as a foundation, either internal or external. The insistence on the introduction of a quality system, quality control and quality management in education has opened some questions related to the specific characteristics of quality in this field, from defining it to its improvement. Quality is conditioned by people. For that reason, quality management should be an immanent perfection and the state of mind of all who participate in the process. This is especially true for education in which a decrease in the quality level might have the immeasurable consequences for the society. The goal of quality management is to leave nothing to anarchy or chance, but to produce the rational bases for the development of the system of education in which the quality will not be controlled from above, that is, from some centre downwards.

Key words: quality, quality management, evaluation, education, providing quality, improvement

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Aktivnosti razvoja ljudskih resursa: andragoška perspektiva

Shvatanje učenja kao »socijalno konstruisanog i kontekstualizovanog procesa« impliciralo je razumevanje da organizacioni kontekst stimulativan za učenje predstavlja bazičnu pretpostavku za andragoški oblikovano delovanje na području razvoja ljudskih resursa (HRD) koje vodi poboljšanju performanse organizacije. Takav kontekst pomaže ostvarivanju organizacionih i individualnih ciljeva kroz andragoški oblikovane i strukturisane HRD aktivnosti koje otvaraju mogućnost refleksije i evaluacije kao procesa učenja. Cilj istraživanja bilo je ispitivanje andragoški relevantnih aspekata HRD aktivnosti, sa posebnim osvrtom na razvoj organizacionog konteksta stimulativnog za učenje i poboljšanje performanse. Kao osnovne pokazatelje andragoški relevantnih aspekata HRD aktivnosti kod zaposlenih istraživali smo percepciju: uklapanja u organizacionu kulturu, poboljšanje motivacije za rad, redukciju negativnih efekata rada, samopoštovanja, podizanje kapaciteta za efikasnu redukciju stresa na radu, očekivanja različitih benefita, sopstvene performanse nakon participacije u HRD aktivnostima. Poseban akcenat stavljen je na procenu: relevantnosti ponovne participacije u sličnim HRD aktivnostima, reljabilnosti resursa za učenje (materijalnih, ljudskih, vremena, informacija). Podaci su prikupljeni na uzorku od 628 respondenata zaposlenih u organizacijama u Srbiji. Za statističku obradu podataka korišćene su kanonička korelaciona i diskriminaciona analiza. Nalazi ukazuju na značaj stvaranja organizacione klime koja pogoduje učenju kao pretpostavke ostvarivanja poboljšanja performanse organizacije, te na neophodnost intenzivnijeg andragoškog oblikovanja HRD aktivnosti i kreiranja andragoški adekvatnijih resursa za učenje.

Ključne reči: razvoj ljudskih resursa, aktivnosti razvoja ljudskih resursa, andragogija, kontekst za učenje, performansa

Activities of Human Resource Development: an Andragogical Viewpoint

Understanding learning as »a socially constructed and contextualised process« implies that the organisational context stimulates learning, which is one of the main assumptions for andragogically designed HRD practice for the purpose of improving performance. Based on andragogically designed HRD activities that offer possibilities for reflection and evaluation as a process of learning, this organisational context helps accomplish organisational and personal goals. This empirical study explores the relevant aspects of HRD activities from the andragogical viewpoint with emphasis on the development of the stimulative organisational learning context aimed at improving performance. As the main indicators of andragogically relevant aspects of HRD activities among employees, we considered the perception of fitting into organisational culture, enhancing motivation to work, reducing the variable negative effects on work, self-respect, raising capacities for effective reduction of work-related stress, expecting various benefits and own performance after participation in HRD activities. In addition, we researched the evaluation of the relevance of participation in similar HRD activities in the future and the reliability of the learning resources (material, human, time, information).

Key words: human resource development, human resource development activities, andragogy, learning context, performance

Proces globalizacije i integracije na prostorima Balkana

Globalizacija, evropska integracija, tranzicija su termini koji su sve više u upotrebi u svakodnevnom životu bilo da se raspravlja o ekonomiji, politici, državnoj organizaciji, kvalitetu života ili o budućnosti čovečanstva. S toga se u ovom radu govori o razvoju procesa globalizacije i integracije, samom značenju ovih pojmova kao i njihovim uticajima na svetsku zajednicu uopšte. Posebna pažnja biće posvećena razvoju ovih procesa na prostorima Balkana.

Ključne reči: globalizacija, integracija, EU, Balkan, strategije globalizacije i integracije

The Process of Globalisation and Integration in the Balkans

Globalisation, European integration and transition are the terms that are increasingly used in daily life whether to discuss the economy, politics, government organisation, the quality of life or the future of mankind. Therefore, this paper discusses the development of globalisation and integration processes, the meaning of these terms and their effects on the world community in general. Special attention will be devoted to the development of these processes in the Balkans.

Key words: globalisation, integration, the EU, the Balkans, the strategies of globalisation and integration

New Requirements Regarding the Classification and Measurement of Financial Assets

In relation to the general criticism of the International Accounting Standard (IAS) 39, which is very complex and too detailed, in November 2009 the International Financial Reporting Standard Board released the new International Financial Reporting Standard (IFRS) 9 titled Financial Instruments. This standard introduces, among others, the new requirements regarding the reclassification and measurement of financial assets. It will come to effect on January 1, 2013 but an immediate integration of the standard into the business practice is also available. In view of the aforementioned, the IAS 39 Financial instruments: Recognition and Measurement will be replaced by the new IFRS 9. The aim of the following paper is to present and discuss in a concise form the most important changes in the recognition, measurement and presentation of financial instruments in the light of the new IFRS 9. The author's goal is to point out the financial and asset consequences of changes applied in the new standard.

Key words: fair value, financial instruments, assets, International Financial Reporting Standard (IFRS), amortized cost

Nove zahteve glede klasifikacije in merjenja finančnih sredstev

Zaradi splošnih kritik Mednarodnega računovodskega standarda (MRS) 39, ki je zelo zapleten in preveč podroben, je novembra 2009 Odbor za mednarodne standarde računovodskega poročanja objavil nov Mednarodni standard računovodskega poročanja (MSRP) 9, ki se imenuje Finančni instrumenti. Ta standard med drugim uvaja nove zahteve glede ponovne klasifikacije in merjenja finančnih sredstev. Veljati bo začel 1. januarja 2013, vendar ga je mogoče tudi takoj vključiti v poslovno prakso. Torej, MRS 39, Finančni instrumenti: pripoznavanje in merjenje, bo zamenjal novi MSRP 9. Namen tega članka je, da prikaže in na kratko pojasni najpomembnejše spremembe glede pripoznavanja, merjenja in predstavitve finančnih instrumentov na podlagi novega MSRP 9. Avtorjev cilj je, da poudari spremembe v novem standardu, ki se nanašajo na finančna sredstva.

Ključne besede: poštena vrednost, finančni instrumenti, sredstva, Mednarodni standard računovodskega poročanja (MSRP), odplačna vrednost

Način vodenja kot odločujoč dejavnik odnosa do dela in obnašanja delavcev v zdravstvu

Upravljanje človeških virov je celostni, provokativni in ustvarjalni način upravljanja in vodenja, pridobivanja, izbire, razporejanja na delovna mesta, ocenjevanja in razvoja zaposlenih v organizaciji. Slog vodenja, ki je usmerjen k zaposlenim poudarja način dela z ljudmi in sodelavcem omogoča sodelovanje pri odločanju ter s tem poveča zadovoljstvo zaposlenih pri delu. Brez poznavanja vpliva vrednot (values), ki so ponotranjena merila posameznika za presojanje, katero ravnanje je pravilno in katero napačno, si ne moremo zagotoviti uspešnega vodenja. To od uspešnega vodje zahteva, da svoje sodelavce spozna tudi iz drugih strani. Izboljševanje kakovosti in s tem vodenje v zdravstvu se razvija v zadnjih 100 letih. Nimamo dokumentirane kakovosti zdravstvene oskrbe za najpomembnejše bolezni, ni ocene stroškovne učinkovitosti ali z drugimi besedami, ne vemo, kaj dobimo za javni denar. Osnova za izboljševanje kakovosti in varnosti je merjenje in dokumentiranje kakovosti. V literaturi so dokazi, da merjenje in spremljanje kakovosti, povratna informacija, strokovna presoja, samoocenjevanje in akreditacija in javna objava kazalnikov kakovosti vodi k izboljšanju zdravstvene oskrbe.

Ključne besede: zdravstvo, zdravstveni delavci, vodenje, kadrovski management, zdravstvena nega

The Method of Management as a Crucial Factor in the Relation to the Work and Behaviour of Employees in Health Care

Human resource management is a holistic, provocative and creative management and administration, procurement, selection, scheduling jobs, evaluation and development of employees within the organisation. The management style which is aimed at enhancing conditions for employees puts emphasis on working with people and ensures colleagues to participate in decision-making, thus increasing employee satisfaction at work. Without knowing the effect of values that are the internalised criteria of an individual for judging the right and wrong behavior, we cannot provide successful leadership. This requires the successful leaders to learn about their colleagues from another perspective. Improving the quality and management in health care has been developing for the last 100 years. We do not have a record of the quality of care for major illnesses or estimates of cost-effectiveness; in other words, we do not know what we receive for public money. The basis for improving the quality and safety is to measure and record quality. In the literature, there is evidence that quality measurement and monitoring, feedback, expert assessment, self-assessment and accreditation as well as the publication of quality indicators lead to the improvement of health care.

Key words: health care, health care workers, management, human resource management, nursing

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Analysis of Tertiary Education – How the Number of Students Who Complete Their Studies and Their Time Frame Affect the Level of Economic Development?

The research which deals with the analysis of tertiary education, meaning how the number of students who complete their studies and their time frame affect the level of economic development, is divided into three parts. The first section gives a brief theoretical explanation of the variables used in this paper for the analysis of tertiary education. The second section shows the methodology and explains the data used for the research and analysis of tertiary education in countries worldwide. The economic and social development of countries is presented by the variable regarding gross domestic product per capita. The third section covers the analysis and interpretation of the results of studies that show the analysis of tertiary education, meaning the analysis on how the number of students who complete their studies and their time frame affect the level of economic development.

The study aims at testing the hypothesis that a higher percentage of students who complete their studies within a shorter period has a positive and significant effect on the economic development of countries and that countries with a higher percentage of graduates and a short time of studying, on average, are significantly more developed in terms of the economy and have higher rates of economic growth.

Key words: tertiary education, number of students, period of study, economic development

Analiza tercijarnog obrazovanja - kako broj studenata koji završavaju studij i u kojem vremenskom roku utječe na stupanj ekonomskog razvoja?

Istraživanje, koje se bavi analizom tercijarnog obrazovanja, odnosno pitanjem kako broj studenata koji završavaju studij i u kojem vremenskom roku utječe na stupanj ekonomskog razvoja, podijeljeno je u tri dijela. U prvom dijelu daje se kratko teoretsko objašnjenje varijabli koje se u radu koriste za analizu tercijarnog obrazovanja. U drugom dijelu rada prikazana je metodologija rada i objašnjeni podaci koji su korišteni za istraživanje i analizu tercijarnog obrazovanja po zemljama svijeta. Ekonomski i društveni razvitak zemalja svijeta u radu predstavlja varijabla bruto domaći proizvod per capita. U trećem dijelu rada daje se analiza i interpretacija rezultata provedenih istraživanja koji prikazuju analizu tercijarnog obrazovanja, odnosno analizu kako broj studenata koji završavaju studij i u kojem vremenskom roku utječe na stupanj ekonomskog razvoja. Istraživanje ima za cilj testirati hipotezu da veći postotak studenata koji završava studije i u kraćem vremenskom roku ima pozitivan i značajan utjecaj na ekonomsku razvijenost zemalja svijeta te da su zemlje svijeta sa većim postotkom završenih studenata i njihovim kraćim vremenskim studiranjem u prosjeku značajno ekonomski razvijenije i imaju veće stope gospodarskog rasta.

Cljučne riječi: tercijarno obrazovanje, broj studenata, trajanje studija, ekonomski razvoj

Vpliv črpanja nepovratnih sredstev iz EU skladov na hiter razvoj slovenskih podjetij in njihov konkurenčni preboj

Globalizacija in novonastalo ekonomsko okolje od podjetij zahtevata stalne izboljšave poslovnih procesov in metod poslovanja ter nove produkte, ki so gonilna sila moderne globalizirane družbe. Brez novosti in nenehnih izboljšav bi podjetje hitro zabredlo v velike poslovne težave. Ključni element uspešnega in dinamičnega gospodarstva v globalnem svetu predstavljajo mikro in mala podjetja, zaradi sposobnosti hitrega reagiranja na nove poslovne priložnosti in pravočasnega preoblikovanja inovativnih idej v nove tržne produkte. Pridobivanje nepovratnih sredstev iz EU skladov pripomore k še hitrejšemu razvoju in rasti družbe. EU s sredstvi strukturnih skladov sodeluje pri financiranju projektov držav članic. Meja med družbami, ki se razvijajo in tistimi, ki stagnirajo je v času globalizacije še vidnejša in bolj poglobljena. Družbe v rasti, v fazi prestrukturiranja ter vse druge oblike institucij imajo možnost sofinanciranja svojih aktivnosti tako iz domačih kot tudi evropskih proračunskih sredstev. Družbe, ki nenehno vlagajo v svoj razvoj s pomočjo kombiniranja lastnih sredstev, dolžniškega kapitala in nepovratnih sredstev krajšajo investicijske cikle in so tako še konkurenčnejši v vseh oblikah podjetniškega delovanja. Financiranje tekočega poslovanja in financiranje raziskav in inovativnega razvoja je izziv vsakega modernega podjetja, ki se spoprijema s konkurenčno sposobnostjo in trajnostnim razvojem.

Ključne besede: globalizacija, male in srednje velike družbe, pridobivanje nepovratnih sredstev, sofinanciranje družb, EU skladi

The Effect of Disbursement of EU funds on the Rapid Development of Slovene Companies and their Competitive Breakthrough

Globalisation and the new economic environment require from companies continuous improvement of business processes and methods as well as new products that are the driving force of the modern globalised society. Without innovation and continuous improvement, the company would have major business problems. The key element of a successful and dynamic economy in a global world are micro and small companies due to their quick reaction to new business opportunities and timely transformation of innovative ideas into marketable new products. The acquisition of grants from the EU funds contributes to quicker development and growth of a company. The line between companies that are developing and those that are stagnating is much clearer in the time of global recession. It is possible for fast-growing companies to co-finance their own activities from the state and the EU budget. Companies which constantly invest in their development by combining their assets, credit capital and grants have shorter investment cycles and are more competitive in all types of enterprise activities. The challenge of every modern company that deals with competitive ability and sustainable development is the funding of current business and the funding of research and innovative development.

Key words: globalisation, small and medium-sized companies, acquisition of grants, co-financing of companies, EU funds

Ustvarjanje konkurenčnih prednosti podjetij z inovacijami

Podjetja kot sestavni del družbe so močno odvisna od globalnih sprememb v okolju. Le z nenehnimi izboljšavami in ustvarjanjem prednosti z hitrejšim ustvarjanjem in uporabo znanja pred tekmeci, so podjetja uspešna na globalnem hitro spreminjajočem se trgu. Inovacije predstavljajo temelj za dolgoročno uspešno poslovanje podjetij. Inovativnost podjetjem omogoča izboljševanje konkurenčnosti in donosnosti z ustvarjanjem, razvijanjem ali inovativnim trženjem novih izdelkov in idej oz. postopkov. Številne raziskave kažejo, da sta tržna naravnost in inovativnost pomembna vzvoda uspešnosti podjetja. Povezanost med tržno naravnostjo in inoviranjem oziroma med ustvarjalnostjo in ustvarjanjem vrednosti za izbrane kupce ter uspešnostjo podjetja poskušamo prikazati z rezultati raziskav, ki so bile izvedene med podjetji. Poudariti želimo pomen znanja za inovacijsko sposobnost podjetij z vidika inovacijskega procesa in z vidika sposobnosti, ki jih morajo razviti podjetja, da bi bila sposobna ponuditi trgu inovacije, s katerimi bi ustvarile konkurenčne prednosti. V članku predstavimo uporabo sodobnega odprtega modela inoviranja, ki spreminja naloge menedžerjev in pomen poznavanja osrednjih sposobnosti v podjetju.

Ključne besede: inovativnost, tržna naravnost, odprto inoviranje, inovacijska sposobnost, znanje

Creating a Competitive Advantage Through Innovation

Companies as an integral part of society are highly dependent on global changes in the environment. In the rapidly changing global market, companies are successful only through continuous improvement and the advantages to create and use knowledge before their competitors. Innovations provide the basis for long-term business success. They ensure that companies become more competitive and profitable due to creating, developing or marketing new products, ideas or processes in an innovative way. Numerous studies show that market orientation and innovation are important levers of business performance. The results of the research conducted among companies show the relationship between market orientation and innovation or between creativity and setting the value for customers and the performance of the selected companies. We wish to emphasise the importance of knowledge for the innovation capacity of companies in terms of the innovation process and the ability developed by companies to be able to place innovative products on the market, thereby creating a competitive advantage. In this paper, we present the use of the modern open innovation model that changes the functions of managers and the importance of knowledge of the core abilities in the company.

Key words: innovation, market orientation, open innovation, innovation capability, knowledge

Na razmeđu globalizacije i teritorijanih posebnosti

Globalizacija sa svojim protuslovljima ima nesumnjivi utjecaj na identitet naroda i ljudi. S jedne strane ona djeluje kao kontinuitet povijesnog razvoja u smjeru jednog modela svjetskog društva. S druge strane globalizacija otvara mogućnost revitalizacije kulturnih identiteta, jer se svijet sve više individualizira. Na globalnoj pozornici dakle otkriva nam se novi svijet, kojemu se moraju prilagoditi i gospodarski subjekti, nacije kao i pojedinci. Umjesto dominantne uloge nacionalnih država, naizgled, imamo novi svijet kojeg pokreću »regije-države« i nove ekonomske platforme, a ne tradicionalne nacije ili tradicionalna ekonomija. Istodobno s procesom globalizacije događa se eksplozija novih pripadnosti, koje nalaze svoje djelomično utemeljenje na starim etničkim i vjerskim osjećajima. I gospodarstvo, koje se s jedne strane globalizira, s druge mora uzeti u obzir sve više lokalne navike i specifičnosti. Teritorij nije izgubio na važnosti zbog globalizacije, već je još više je potencirana njegova uloga i kao ekonomski značaj i kao "zaštitnički faktor" u trenutku kad su stare nacije-države u krizi.

Ključne riječi: globalizacija, identitet, ekonomija, nacija, regija

At the Crossroads of Globalization and Territorial Uniqueness

Despite its contradictions, globalisation has, without doubt, an effect on the identity of nations and people. On the one hand, it acts as the continuation of historical development, heading toward the formation of one specific model of world society. On the other hand, globalisation offers the possibility to revitalise cultural identities, as the world becomes all the more individualised. Therefore, a new global world is emerging and making legal entities, nations and individuals to adjust to it. Instead of the dominant role played by nation states, the new world is run by »region-countries« and new economic platforms rather than nations or the economies in a traditional sense. The process of globalisation occurs simultaneously with an onslaught of new affiliations that are still partly founded on the pre-existing ethnic and religious beliefs. The economy is increasingly globalised, but it also has to take account of local habits and special features. The territory has not lost its importance because of globalisation, but its role is even more important in terms of its economic character and the "protection factor" in times when old nation states find themselves in a crisis.

Key words: globalisation, identity, economy, nation, region

Primerjava nakupnih dejavnikov kot osnova globalnega trženja piščančjega mesa

Med prehrabnimi artikli imajo izdelki iz piščančjega mesa v dobi globalnega trženja poseben pomen. V prispevku so opredeljena dejstva, zaradi katerih se ta vrsta prehrabnih izdelkov lahko uvršča med pomembne surovine, ki imajo specifičen način globalnega trženja. Prispevek obravnava ukrepe, ki jih mora sprejeti sodobna družba, da bo ohranila pridelavo piščančjega mesa v okvirih trajnostnega razvoja kmetijstva, pridelave zdrave prehrane in ohranjanja čistega okolja. Na osnovi raziskave podatkov je izdelana študija primerjave med nakupnimi dejavniki dveh držav znotraj EU. Za praktičen primer raziskave nakupnih dejavnikov so v prispevku uporabljeni podatki, ki se nanašajo na Slovenijo in Slovaško. Dobljene podatke razvrstimo glede na vrednosti, ki imajo največji vpliv na porabnike pri nakupnem odločanju. Rezultati raziskave so osnova za pridobivanje pomembnih podatkov na katerih temeljijo strateške odločitve, na katere se opira tržni menedžer pred vstopom na tuji trg. Postopek primerjave je v praksi uporaben med Slovenijo in katerokoli drugo državo EU.

Ključne besede: globalno trženje, nakupni dejavniki, trženje izdelkov iz piščančjega mesa

Comparison of Buying Factors as the Basis for Global Marketing of Chicken Meat

Among the food products, chicken products are especially important in the era of global marketing. This article describes the facts that make this type of food products one of the important raw materials which have a specific type of global marketing. The article deals with the measures to be taken by modern society in order to maintain the production of chicken meat in the context of sustainable development of agriculture, healthy food production and environmental conservation. Based on the research data, a comparison study of the buying factors between two countries within the EU was made. For the practical example of the research of buying factors, in the article includes the input data relating Slovenia and Slovakia. The information gathered is classified according to the values that have the highest effect on consumers in the purchase decision. The survey results are the basis for obtaining relevant information necessary for strategic decisions made by a market manager before entering a foreign market. Benchmarking is useful in practice between Slovenia and any other EU country.

Key words: global marketing, purchasing factors, marketing of chicken meat products

Vpliv modelov financiranja zdravstvenih storitev na poslovanje bolnišnic in izkoriščenost resursov

Eden izmed pglavitnih ciljev zdravstvene politike je tudi transparentno, pravično in učinkovito financiranje zdravstvenih storitev. Sama metodologija financiranja temelji na različnih modelih, ki se uporabljajo za posamezni zdravstveni nivo. Prispevek bo omejen na modele financiranja sekundarne zdravstvene dejavnosti, ki je največji porabnik zbranih sredstev v okviru Zavoda za zdravstveno zavarovanje Slovenije. Sekundarno zdravstveno dejavnost v največji meri predstavljajo splošne bolnišnice v katerih se izvaja tako ambulantno specialistična dejavnost kakor tudi akutna in neakutna bolnišnična dejavnost ter v zadnjem času tudi podaljšano bolnišnično zdravljenje. Največji delež prihodkov splošnih bolnišnic predstavlja akutna bolnišnična dejavnost, ki se financira po modelu »skupin primerljivih primerov«. Omenjena metodologija je nadomestila predhodno metodo imenovano bolnišnično oskrbni dan, ki pa se še uporablja za financiranje neakutne bolnišnične dejavnosti in podaljšanega bolnišničnega zdravljenja. Ni treba posebej poudariti, da so modeli financiranja ključnega pomena za poslovanje bolnišnic. Zato je razumljivo, da bolnišnični menedžment poskuša izkoriščati prednosti in nevtralizirati slabosti posameznih modelov ter na ta način tudi vplivati na rezultat poslovanja. V prispevku bo prikazano kako posamezni model financiranja vpliva na poslovanje bolnišnic in kako se lahko s pomočjo modelov financiranja ugotavlja izkoriščenost posameznih resursov. Podatki za analizo so pridobljeni iz letnih poslovnih poročil predstavljenih bolnišnic. Rezultati bodo komentirani na podlagi primerjalne analize s pomočjo statističnih metod.

Ključne besede: model financiranja, primeri, bolnišnična dejavnost

The Influence of Health Care Financing Models on the Operation of Hospitals and the Exploitation of Resources

One of the main objectives of health policy is a transparent, fair and effective financing of health care services. The financing methodology is based on various models used at specific health care levels. This document deals with the models of financing at the level of secondary health care service, which is the highest consumer of raised funds within the framework of Health Insurance Institute of Slovenia. Secondary health care services are mainly provided by general hospitals performing outpatient services, acute and chronic inpatient services as well as extended hospital care. The major source of income at this level are acute inpatient services, which are financed according to the model of Diagnostic Related Groups. This methodology has replaced the previous one termed hospital day of supply, which is, however, still in use for financing chronic inpatient services and extended hospital care. Models of financing are crucial for the operation of hospitals. Therefore, hospital management aims at exploiting the advantages and neutralizing the weaknesses of specific models, thus influencing operation results. This paper illustrates the effects brought about by specific financing models on the operation of hospitals and how these can be used for assessing the utilization of individual resources. The analysed data was acquired from annual business reports of hospitals included in the survey. The results are discussed on the basis of a statistical comparative analysis.

Key words: models of financing, cases, hospital inpatients services

Priložnosti za načrtovanje akademske kariere

Vseživljenjsko izobraževanje postaja nujnost. Od vsakega posameznika se v aktivni dobi terja nenehno prilagajanje in pridobivanje novih kompetenc in znanj za uspešno začrtano delovno karierno pot. Učne možnosti za načrtovanje kariere so povsod okrog nas, vsekakor pa je glavni namen, da te učne možnosti »zgrabimo« in ob pravem času in s pravim namenom. Pri reševanju izzivov v karieri in diagnosticiranju priložnosti za karierne premike se moramo zateči k bolj sistematičnim oblikam učenja. Pri načrtovanju kariere v akademski sferi dela se prispevek osredotoča na vprašanje, zakaj se posamezniki odločijo za tovrstno karierno pot. S kvalitativnim pristopom in uporabo biografske metode bodo v prispevku izpostavljeni nekateri dejavniki ter učne priložnosti za karierne premike, ki jih posamezniki izpostavljajo kot pomembne v svojem profesionalnem razvoju. Predstavljena bo analiza podatkov empirične raziskave, pridobljenih z biografsko metodo.

Ključne besede: načrtovanje kariere, učne priložnosti, profesionalni razvoj, biografska metoda

Opportunities for Planning an Academic Career

Lifelong learning has become a necessity. Every individual is required to constantly adapted and gain new skills and knowledge in their working age in order to successfully plan their working career. Learning opportunities for career planning are everywhere around us and that is why it is important to grab these opportunities at the right time and for the right purpose. In addressing career challenges and career opportunities, we must resort to more systematic forms of learning. The article focuses on the question why people choose to have an academic career. The qualitative approach and the use of biographical methods in this paper will highlight some of the factors and learning opportunities for career shifts that individuals stress as important in their professional development. The paper presents the analysis of empirical data obtained by the biographical method.

Key words: career planning, learning opportunities, professional development, biographical method

Ljudski resursi i kompanijska konkurentnost

U ovom se radu prezentiraju preliminarni rezultati istraživanja percepcije kompanijske konkurentnosti u okviru projekta »Menadžment i kompanijska konkurentnost« koji sprovodi Biznis Akademija Smilevski - BAS iz Skoplja. U tom konceptu proverava se percepcija 6 karakteristika kompanijske konkurentnosti koje su najdominatnije u literaturi: brzina, difrencijacija, pouzdanost, kvaliteta, fleksibilnost i cena. Ove karakteristike razmatraju se u okviru integralnog modela kompanijskih interesenata: korisnika usluga, dioničara ili vlasnika i ljudskih resursa (zaposlenih i menadžera). Istraživanjem sprovedenim u 12 privatnih kompanija potvrdila se postavljena hipoteza da se zbog različitih interesa na nivou svake pojedinačne kompanije javlja različito rangovanje šest ispitivanih karakteristika konkurentnosti. Jedino u rangovanju kvalitete postignut je visok stupanj usaglašenosti da je kvaliteta primarna karakteristika konkurentnosti prema kojoj korisnici odlučuju u izboru kompanije od koje će kupovati proizvode, odnosno usluge.

Ključne reči: kompanijska konkurentnost, integralni model interesenata, holistički pristup, ljudski resursi

Human Resources and Company Competitiveness

This article discusses our initial findings regarding the perception of the company competitiveness concept. The research was conducted within the scope of the Management and Company Competitiveness Project implemented by the Business Academy Smilevski – BAS. Our purpose was to examine the perception of the six crucial features of company competitiveness (speed, differentiation, reliability, quality, flexibility and price), utilizing the framework of the integral stakeholder model, whereby stakeholders are defined as consumers, shareholders and human resources. The research, which was conducted in 12 private companies, has confirmed the hypothesis that the relative importance of the six competitiveness features is perceived differently in each company because of diverse interests. Quality was the only feature on which there was a high level of agreement; namely, that it is the key factor that customers consider when making their decisions.

Key words: company competitiveness, integral stakeholder model, holistic approach, human resources

Značaj širih socijalnih, kulturnih i istorijskih okolnosti za razvoj ličnosti učenika

U ovom radu autor ističe potrebu povezivanja srodnih istraživačkih i visokoškolskih ustanova u cilju podizanja kvaliteta obrazovanja, nauke i kulture u uslovima globalnoga sistema. Upoznavanje sa specifičnostima i znamenitostima kultura naroda u okruženju, bližem i daljem, poštovanje njihovih vrednosti i aktivnosti bitnih za ukupni razvoj, korišćenje savremene literature, učestvovanje u istraživanju nastave, recepcije od strane učenika, roditelja i sredine, doprinosi razvoju ličnosti učenika ovoga milenijuma. Saznanja o nastavnim programima škola i potrebama nastavnika okolnih zemalja kao i pismena i verbalna komunikacija, mogu unaprediti obrazovnu i naučnu misao koja predstavlja dobru osnovu za emocionalno – intelektualni razvoj učenika. Na taj način škola i socijalno - kulturni kontekst doprinose humanizaciji obrazovnog sistema u kome je učenik na prvom mestu.

Ključne reči: učenik, potrebe, humanizacija, škola, razvoj

Importance of Broader Social, Cultural and Historical Circumstances for Students' Personality Development

In this paper, the author emphasises the need to join related research and higher education institutions with the aim of improving the quality of education, science and culture in the global system conditions. This refers to learning about the specific features and sites of neighboring cultures, respecting their values and activities important for overall development, using modern literature, taking part in exploration of teaching, recognising the responses of students, parents and the environment and contributing to the personality development of students of this millennium. Knowledge about curriculums and teachers' needs from the surrounding countries as well as written and verbal communication can improve educational and scientific thought which is a good foundation for the emotional and intellectual development of students. In this way, school and the social-cultural context contribute to the humanisation of an educational system in which student takes primary position.

Key words: student, needs, humanisation, school, development

Competences of Operations Managers

Competences of an operations manager include a combination of personality, knowledge, skills and abilities. There are the following indicators: the ability to analyse, organise and plan as well as inspire others to realise their ambitions, knowledge about the economy, the understanding of society, the ability to teach others, gather and process information, solve problems, make decisions and influence others. Unsatisfactory results in organisations worldwide are also caused by inadequate management of human resources in terms of the competences and behavior necessary for the efficient operation and the effective implementation of the organisational strategy. The main disadvantage of organisations in our region is the lack of a functioning system for operations management. The subject of the research is to define the effect of competences as an important factor for the successful execution of professional and operational functions in the relevant operational areas in manufacturing and service organisations. This research has three main practical goals: top management should indicate the importance of operations management and the implications for the success of the organisation; a level of professionalism in operations management should be set; the importance of investing in operations managers should be justified, which will result in high return on invested capital. Results of this research can be used by numerous groups such as: directors, management teams in organisations, operations managers, managers; educational institutions, research institutes, researchers and consultants who study the issue of operations management; and undergraduate and graduate students.

Key words: operations management, operations manager, competences

Kompetencije operativnih menadžera

Kompetencije operativnog menadžera su kombinacija ličnih karakteristika, znanja, veština i sposobnosti. Neki od uobičajenih pokazatelja su sledeći: sposobnost za analizu, sposobnost da se organizuju, sposobnost da planiraju, sposobnost da inspirišu druge da ostvare ambicije, poznavanje ekonomije, društvene svesti i razumevanje, osećaj odgovornosti, dopadljivost, sposobnost da uči druge, sposobnost da prikupljaju i tumače informacije, tehničku sposobnost, sposobnost rešavanja problema i donošenja odluka, sposobnost da utiču na druge. Nezadovoljavajuće rezultate u radu više proizvodnih i uslužnih organizacija u svetu, između ostalog, je zbog neadekvatnog menadžiranja ljudskim resursima u smislu kompetencija i ponašanja, potrebnih za efikasan rad i efikasno sprovođenje organizacione strategije. Glavni nedostatak organizacijama na našim prostorima je nedostatak funkcionalnog sistema za operativnog menadžiranja čak i u okolnostima kada je organizacija razvila i definisala konkurentne strategije i šire u okviru opšteg okruženja. Predmet istraživanja je da definiše uticaj kompetencije, kao značajan faktor za uspešno i profesionalno izvršenje operativnih funkcija u relevantne operativne oblasti u proizvodnji i uslužnim organizacijama. Ovo istraživanje ima tri osnovna praktična cilja: top menadžmentu da se ukaze o značaju operativnog menadžmenta i implikacije na uspeh organizacije, izgradnja profesionalizma operativnog nivoa menadžmenta, u isto vreme da opravda značaj ulaganja u operativnih menadžera, što će rezultirati visokim prinosima na uloženi kapital. Rezultata ovog istraživanja mogu koristiti: direktori, menadžment timova u organizacijama, operativni menadžeri i rukovodioci. Obrazovne institucije, istraživački instituti i istraživači, nezavisni konsultanti koji proučavaju pitanje operativnog menadžmenta. Studenti dodiplomskih i postdiplomskih studija.

Ključne reči: operativni menadžment, operativni menadžer, kompetencije

Stresorji na delovnem mestu visokošolskega učitelja in visokošolskega sodelavca

S stresom se posamezniki zaradi številnih obremenitev v osebnem in profesionalnem razvoju soočajo v vsakodnevnem življenju. Čedalje pogosteje je ločnica med zasebnim in službenim življenjem zabrisana, prihaja do neskladja med zahtevami delovnega mesta, sposobnostmi in znanjem zaposlenih ter med vsemi drugimi vlogami, ki jih morajo v življenju igrati, kar vodi v njihovo zmanjšano storilnost, kreativnost in konkurenčnost. S stresom se pri svojem neposrednem in posrednem pedagoškem delu, osnovnem raziskovalnem in strokovnem delu ter pri opravljanju drugih nalog, ki vsebinsko sodijo v širše področje njihovega delovnega mesta, soočajo tudi visokošolski učitelji in visokošolski sodelavci. V prispevku predstavljamo mnenja redno zaposlenih visokošolskih učiteljev in visokošolskih sodelavcev o dejavnikih stresa, s katerimi se soočajo na svojih delovnih mestih in jih zaradi njihovih osebnostnih lastnosti, izkušenj, notranje energije in motivacije, vplivov ožjega in širšega okolja doživljajo z različno intenzivnostjo. Ugotovili smo, da na njihov stres intenzivneje vplivajo pogoji napredovanja v enak ali višji habilitacijski naziv, premalo cenjeno pedagoško delo, administrativna opravila, nizko finančno vrednotenje dela in nemotiviranost študentov. Med najmanj stresne dejavnike pa prištevajo tutorstvo, govorilne ure, skrb za varno in zdravo delo študentov, sodelovanje pri pripravi študentov na strokovno prakso in konzultacije.

Ključne besede: stres, stresorji, visokošolski učitelji, visokošolski sodelavci

Job Stressors for Higher Education Teachers and Associates

Individuals deal with stress everyday due to a considerable strain in their personal and professional development. The distinction between private and work life is increasingly blurred and there are discrepancies between the requirements of the job, the abilities and knowledge of employees and other roles played by the employees in their life, which leads to poorer performance, creativity and competitiveness. Higher education teachers and associates also deal with stress in their direct and indirect educational work, the basic research and professional work as well as other tasks that are included in the wider field of work in terms of content. This paper presents the opinions of fully employed higher education teachers about the stress factors that they face in their workplace and that they experience differently due to their personality traits, experience, their internal energy and motivation as well as the effects of the narrower and wider environment. It has been established that stress is closely associated with the conditions of promotion to the same or higher habilitation title, the lack of appreciation for educational work, administrative work, a low financial value of work and poorly motivated students. The least stress is caused by tutoring, contact hours, the care for safe and healthy work of students and cooperation in the preparation of students for professional practice and consultation.

Key words: stress, stressors, higher education teachers, higher education associates

Ljudski resurs kao faktor uticaja na sprovođenje organizacijskih strategija

Proces strategijske implementacije u organizacijama podrazumeva donošenje brojnih odluka i preduzimanje određenih aktivnosti. Njihovu važnost podupire i mišljenje da definirana strategija nije jedini, niti dovoljan uslov za uspeh organizacije. Uspeh organizacije, pre svega, zavisi i od određenih aktivnosti koje preduzima lider organizacije, a pri tome na efikasan i efektivan način iskoristiti sve raspoložive ljudske resurse u procesu ostvarivanja vizije. Ali, da bi određena vizija bila ostvarljiva, potrebno je da bude realna, ustvari praktično primenjliva, više puta detaljno analizirana i nadopunjena. Zbog toga, definiranje i ostvarivanje vizije nadmašuje realne mogućnosti jedne osobe ili deo zaposlenih u organizaciji. Rezultati istraživanja ukazuju da aktivno uključenje zaposlenih u procesu kreiranja strategijskog pravca, doprinosi da se poveća posvećenost zaposlenih za to dostignuće, a time i ostvarenje organizacijskih ciljeva. Na ovakav način gradi se organizacija sa visoko razvijenom organizacijskom kulturom, koja kao moćan socijalni alat je „vetar u leđa“ ka postizanju radnog uspeha. I teorija i istraživanje potvrđuju neraskidivu vezu između organizacijske kulture i rada strategijskih lidera. Kultura oblikuje njihov rad, a njihov rad pomaže u stalnoj evoluciji organizacijske kulture. Istraživanja potvrđuju uticaj ovih faktora u ispunjavanju organizacijskih ciljeva.

Ključne reči: strategijski menadžment, implementacija, uticajni faktori

Human Resources as a Factor of Influence on the Implementation of the Organisational Strategies

The process of strategic implementation in the public sector organisations means to make numerous decisions and take certain actions. Their importance confirms the opinion that a well-defined strategy is neither unique nor a sufficient condition for the success of an organisation. The success primarily depends on the actions taken by the manager of the organisation, where by all the available human resources are used effectively in the process of achieving this vision. However, for single vision to be viable, it should be realistic or more importantly, practically applicable, repeatedly analysed in detail and modified. Therefore, the definition and realisation of the vision goes beyond the real possibilities of a person or part of staff of the organisation. The survey results show that active employee involvement in the process of creating of the strategic direction contributes to increased employee commitment to its achievement and thus ensures that the organizational goals are achieved. This leads to the creation of an organisation with highly developed organisational culture as a powerful social tool that is the “wind in the back” to achieve business success. Both the theory and the research confirm the unbreakable link between organisational culture and the work of strategic managers. Culture shapes their work, which helps the continuing evolution of organisational culture. The research confirms the effect of these factors on the implementation of organisational goals.

Key words: strategic management, implementation, influencing factors

Nastavnik kao menadžer u obrazovnom sistemu danas

Obrazovanje predstavlja jedan od ključnih resursa savremenog društva. Društvo zasnovano na znanju, kompetenciji i veštini početak je svega. Ključnu ulogu u svemu tome ima nastavnik koji upravlja ljudskim resursima. Novi termini kao što je škola kao društvo koje uči, celoživotno obrazovanje, menadžment u razredu, menadžment kvaliteta, menadžment promena u obrazovanju, razvojno planiranje, nastavnik kao menadžer – motivator, nastavnik kao lider i slično, najavljuju suštinske promene i redefinisane položaja nastavnika savremene škole. Celokupna reforma obrazovanja i unapređenje školske prakse, a samim tim i razvoj društva, zavise od sposobnosti nastavnika da prihvati nove uloge koje savremeno doba sobom nosi. Nastavnik kao ključni faktor obrazovnog sistema danas, zajedno sa učenicima koji postaju aktivni saradnici nastave, preuzima na sebe vrlo odgovornu ulogu menadžera u obrazovanju. Svojim kvalitetnim i savesnim radom aktivno učestvuje u organizaciji i upravljanju školom, donošenju važnih odluka, utiče na kulturni život sredine, značajno doprinosi razvoju šire društvene zajednice, a pre svega upravlja ljudskim resursima, motiviše, planira i utiče na razvoj svakog pojedinca u najkritičnijem periodu, čime značajno podstiče celokupni razvoj ličnosti. U radu će biti reči o kompetencijama nastavnika da analizirajući postojeće ljudske resurse, planira aktivnosti i stvara uslove za realizaciju kvalitetne nastave čiji je cilj optimalni razvoj svakog pojedinca i njegovo osposobljavanje za celoživotno obrazovanje, a time i prosperitet šire društvene zajednice.

Ključne reči: nastavnik, kompetencije, menadžer, ljudski resursi, društvo znanja

Teacher as a Manager in Today's Educational System

Education is one of the key resources of modern society. A society based on knowledge, competence and ability is the beginning of everything. The key role in all this is played by a teacher who manages human resources. New terms such as school as a learning society, lifelong education, class management, quality management, educational changes management, development planning, teacher as a manager – motivator, teacher as a leader etc. announce essential changes and the redefinition of the teacher's position in a contemporary school. A general reform of education and the improvement of school practice, that is, the society's development as well, depend on the teacher's abilities to accept new roles that modern age brings. The teacher as the key factor in today's educational system. Together with students, the teacher is an active participant in teaching, playing a very responsible role of a manager in education. By quality and conscientious work, the teacher actively contributes to school organisation and management and the process of making important decisions, influences the cultural life of the environment, significantly contributes to a wider society's development and, most importantly, manages human resources, motivates, plans and influences every individual's development in the most critical period, thus stimulating an overall development of personality. In this paper, the author deals with the teacher's competences to plan activities and create conditions for the implementation of quality teaching by analysing current human resources, where the aim of the teaching is an optimal development of every individual and their training for lifelong education, meaning the prosperity of a wider community.

Key words: teacher, competences, manager, human resources, society of knowledge

Emotional Intelligence - Significant Characteristic of School Leaders

Major socio-economic changes and decentralisation of the social system have imposed major changes in educational management. From an obedient civil servant, as we had in the former centralised social system, today's school principal has to transform into a successful manager with a vision and the entrepreneurial spirit of a manager as well as be a real leader. Leading is the most complex function of management and its purpose is to influence people so that they can contribute more to achieving a common goal. Emotional intelligence is perhaps one of underestimate and unexplored features of major leaders. Recent research shows that emotional intelligence (more than IQ, expertise or any other feature) is the best predictor who will become a leader. The paper presents the situation in Macedonia in terms of the emotional intelligence of leaders of educational organisations in order to show the importance of emotional intelligence in the process of managing and achieving success at work. The paper confirms the thesis that despite the existence of academic intelligence of particular importance in the success of leadership, managers also have emotional intelligence.

Key words: management, leadership, educational organisation, emotional intelligence

Čustvena inteligenca – pomembna značilnost vodij šol

Zaradi velikih socialnih in gospodarskih spremembe ter decentralizacije družbenega sistema so se pri vodenju izobraževalnih ustanov zgodile pomembne spremembe. Iz ubogljivega javnega uslužbenca, ki ga je ustvaril prejšnji centralizirani družbeni sistem, se mora današnji ravnatelj šole spremeniti v uspešnega vodjo, ki ima vizijo in podjetniški duh managerja, ter mora postati pravi vodja. Vodenje je najbolj zahtevna funkcija upravljanja, njen namen pa je vplivati na ljudi, da lahko več prispevajo k doseganju skupnega cilja. Nedavna raziskava je pokazala, da je čustvena inteligenca (več kot IQ, strokovno znanje ali katera koli druga lastnost) najboljši napovednik, kdo bo postal vodja. Članek predstavlja razmere v Makedoniji glede čustvene inteligenca vodij izobraževalnih organizacij, da bi pokazal pomen čustvene inteligenca v procesu vodenja in doseganja uspeha pri delu. Članek potrjuje tezo, da imajo vodje kljub obstoju akademske inteligenca, ki je posebej pomembna pri uspešnem vodenju, tudi čustveno inteligenca.

Ključne besede: upravljanje, vodenje, izobraževalna organizacija, čustvena inteligenca

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Kadrovska politika političke stranke

Uticaj političkih stranaka i kadrova koje one delegiraju je od presudnog značaja za budućnost zemlje u kojoj egzistiraju. Prošlost nam ukazuje da su pogrešna kadrovska rešenja koja su donosili organi političkih stranaka uticala na milione nedužnih građana. Kako pomoći menadžerima političkih stranaka da pri donošenju odluka vezanih za kadrove učine najbolji mogući izbor. Kako greške pri izboru svesti na najmanju moguću meru.

Ključne reči: kriterijumi, menadžeri, kadrovi, politička stranka

The Personnel Policy of Political Parties

The influence of political parties and the personnel that they delegate is crucial to the future of the country in which they exist. The past shows that the wrong personnel decisions that were made by the bodies of political parties affected millions of innocent citizens. How to help the managers of political parties to make the best decisions regarding personnel? How to reduce the mistakes made during this selection to a minimum?

Key words: criteria, managers, personnel, political party

Promena ciljeva ekonomija razvijenih zemalja

U slučaju organizacija, zajednica i društava, ciljevi spadaju u kategorije koje se najsporije menjaju. Ako usmerimo pažnju na nacionalne ekonomije, videćemo da je u poslednjih nekoliko vekova osnovni cilj tih privreda bio povećanje blagostanja. Postepenim zasićenjem tržišta razvijenih zemalja nastaju brojni problemi i pored osnovnih ciljeva postepeno se kristališe određeni skup kriterijuma. U konačnoj formi nastaje 5 osnovnih podskupova kriterijuma. Do sada ni jedna zemlja nije uspela istovremeno da zadovolji svih 5 kriterijuma, jer se neki od njih međusobno isključuju. Stoga podsistemi kriterijuma čine magični petougao i svaka konkretna ekonomska politika uvek mora da postavi svoje prioritete (koji će podskup kriterijuma biti dominantan, a koji će biti zanemarivan u određenom vremenskom intervalu).

Ključne reči: ciljevi, ekonomija, kriterijumi, privreda tržište

Changes to the Objectives of Developed Societies

This paper deals with the transformation of the societies' megastructure which consist of the value system (VS), the system of objectives (CS), the system of criteria (KS) and the relations between them (RM). The transition of the megastructure can be controlled or chaotic. This largely depends on the knowledge and ability of governments to anticipate and solve the problems of transition. In this process, the management needs new competences that the current system of education cannot provide.

Key words: objectives of societies, value systems, objectives and criteria of societies

Motivation: What Employees Need and What Managers Actually Do

»Motivation is the art of getting people to do what you want them to do because they want to do it« – Dwight Eisenhower – US President (1890-1969). As the quote implies, motivation as a component of human resources management is expressed in the employee's desire and need to contribute for the organisation, in his/her additional and greater urge to bring about beneficial effect for the company. In order to achieve the results and effects, their manager and the organisation expect from them, the employees need to be motivated. Due to that, motivating human resources shall not only be a necessity for modern and ambitious managers and for modern organizations, but it should be an essentiality. This issue once again confirms that human resources management is a delicate process since the human being as part of the operational process is frequently subject to changes and variations affecting the final result. Among the numerous factors affecting employee's operational efficacy and effectiveness, motivation shall be highlighted as a factor underlying most variations and as a factor to which more importance shall be given. Taking into consideration the significance of motivation in the operational process, this paper presents the results obtained in a multi-annual research based on establishing employees' needs and motives (substantial and non-substantial), as well as on the manners managers use to motivate their employees, both of which could be grounds for building the motivational strategy of organisations.

Key words: motivation, substantial and non-substantial motivation techniques

Motivacija: što zaposlenici trebaju i što menadžeri zapravo učine za zaposlenike?

»Motivacija je umetnost ubeđivanja zaposlenih da urade ono šta vi želite da urade, jer oni sami to žele uraditi«- Dwight Eisenhower – Američki predsednik (1980-1969). Kao što i sama izjava kaže, motivacija, kao sastavni deo upravljanja ljudskim resursima predstavlja želja i potreba zaposlenog da doprinesi organizaciji, dodatno i više se zalaže i sa svojim ličnim učinkom stvori pozitivne efekte organizaciji. Da bi zaposleni mogli postići rezultate i efekte koje očekuje njihov menadžer i organizacija, oni treba da budu motivisani. Zbog toga, motivisanje ljudskih resursa ne treba da bude samo potreba, već i nužnost u radu modernih i ambiciozni menadžera i organizacija. Ovo još jednom potvrđuje da je upravljanje ljudskim resursima delikatan proces, jer čovek koji je deo radnog procesa često je podložan promenama i varijacijama koji utiču na krajnji rezultat. Među brojnim faktorima koji utiču na radnu efikasnost i efektivnost zaposlenog, motivacija je faktor koji najviše varira i kome se treba konstantno prodavati veliki značaj. Imajući u vidu značaj motivacije u random procesu, u ovom radu su prikazani rezultati dobijeni višegodišnjih istraživanja zasnovani na procene potrebe i motiva zaposlenih (materijalnih i nematerijalnih), kao i načine motivisanja iz strane menadžera koji mogu da posluže kako osnova za izgradnju motivacione strategije organizacije.

Ključne reči: motivacija, substantial and non-substantial motivation techniques

Advantages and Pitfalls of Financial Liberalisation in Developing Countries

The essence of financial liberalisation is the deregulation of the financial system and the free movement of capital. In parallel with the deregulation, the process of strengthening the regulations, bylaws and control at the national level is also carried out. The liberalisation process includes all the countries important for the functioning of global financial markets, including developing countries. Liberalisation is justified by welfare economics, which can be achieved through healthy competition, and the efficiency of financial markets. In financial liberalisation, countries with developed market structures and a developed financial sector have a great advantage over less developed or undeveloped countries. Consequently, there is a deepening gap between rich and poor countries. The most vulnerable countries are those where the individual rates of accumulation are lower than the average profit rate, while the redistribution of world wealth is done through extra profit from underdeveloped to developed countries. The paper discusses the strengths and challenges followed by financial liberalisation in developing countries as well as its necessities and risks. It analyses certain instances of financial liberalisation that are partly transforming the world economy into a single system and partly increasing economic, social, development and other disparities. Special emphasis is put on the financial crisis which has a great impact on developing countries. The paper analyses the basic pitfalls of liberalisation that had a negative impact on the development of the financial market in our country. Thus, the paper discusses possible measures to mitigate the consequences of the financial crisis.

Key words: financial liberalisation, developing countries, financial crisis, financial market

Prednosti in pasti finančne liberalizacije v državah v razvoju

Bistvo finančne liberalizacije je deregulacija finančnega sistema in prosto gibanje kapitala. Vzporedno z deregulacijo poteka proces krepitev predpisov, podzakonskih aktov in nadzora na nacionalni ravni. Proces liberalizacije vključuje vse države, ki so pomembne za delovanje globalnih finančnih trgov, vključno z državami v razvoju. Liberalizacijo upravičujejo ekonomije blaginje, kar je mogoče doseči z zdravo konkurenco, ter učinkovitost finančnih trgov. Pri finančni liberalizaciji imajo večjo prednost države z razvitimi tržnimi strukturami in razvitim finančnim sektorjem kot manj razvite ali nerazvite države. Zato se ustvarja vse večja vrzel med bogatimi in revnimi državami. Najbolj ranljive države so tiste, kjer so posamezne stopnje kopičenja nižje od povprečne stopnje dobička, medtem ko prerazporeditev svetovnega bogastva poteka s prenosom dodatnega dobička nerazvitih držav v razvite države. Članek obravnava prednosti in izzive, ki sledijo finančni liberalizaciji v državah v razvoju, ter njenih potrebah in tveganjih. Analizira določene primere finančne liberalizacije, ki delno spreminja svetovno gospodarstvo v enoten sistem in delno povečuje ekonomske, socialne, razvojne in druge razlike. Posebej je poudarjena finančna kriza, ki ima velik vpliv na države v razvoju. Članek analizira osnovne pasti liberalizacije, ki je imela negativen vpliv na razvoj finančnega trga v naši državi. Tako članek obravnava možne ukrepe za blažitev posledic finančne krize.

Ključne besede: finančna liberalizacija, države v razvoju, finančna kriza, finančni trg

Psihična in duhovna stabilnost posameznika – pogoj za izzive sodobnega časa

V nasprotju z biološkimi, vedenjskimi in v zadnjem času kognitivnimi teorijami osebnosti, logoterapija postavlja v ospredje človekovo duhovno naravnost. Izhaja iz predpostavke, da človek ni odvisen samo od svojih genetskih in vedenjskih vzorcev, ampak tudi od tega, kako zna uporabiti svojo duhovno razsežnost. Posameznikova duhovna napetost med biti in morati, odloča med njegovim dejanskim položajem in smiselnimi možnostmi, ki jih dojema kot svoje naloge. Gre za izvorno človeški motivacijski sistem v njegovi duhovni razsežnosti, kjer ni glavni cilj posameznika, da doseže neko ravnovesje in sprostitev napetosti, ampak da najde smisel svojega delovanja. Ker je vsak posameznik edinstvena osebnost, je tudi smisel vedno edinstven, zato mora posameznik v njegovo izpolnjevanje vključiti vse svoje danosti, veščine in lastnosti. To pa terja vedno velik napor in odgovornost, saj je v ozadju človekova svoboda in odgovornost, da se spopade z vsakodnevnimi izzivi življenja. Kdor beži pred odgovornostjo in odločitvami, se osebno ne razvija, ampak celo zbolji, ker se vrti v začaranem krogu nezadovoljstva.

Ključne besede: logoterapija, duhovna razsežnost, homeostaza, odgovornost

Mental and Spiritual Stability of an Individual - a Condition for Challenges of the Modern World

In contrast to biological, behavioural and lately cognitive theories of personality, logotherapy focuses on man's spiritual attitude. It stems from the hypothesis that people do not depend solely on their genetic and behavioural patterns but also on how they can use their spiritual dimension. An individual's spiritual tension between 'to be' and 'to have' decides on his/her actual position and the logical possibilities that he/she understands as his/hers assignments. It is primarily the human motivational system in his/her spiritual dimension, where the main objective of an individual is not to achieve a certain balance and relaxation of tension but to find the meaning of his/her purpose. Since every individual is a unique personality, the meaning is always unique; therefore an individual has to include all his endowments, skills and characteristics into his/her fulfilment. However, that always requires great efforts and responsibility because in the background there is man's freedom and responsibility to face the everyday challenges of life. If people avoid responsibility and decisions, they do not develop their personality and even fall ill because they are caught in a vicious circle of discontent.

Key words: logotherapy, spiritual dimension, homeostasis, responsibility

Savremeni pogledi na globalnu ekonomsku krizu – kako je sve počelo?

Cilj ovog rada je da ukaže na negativne posledice procesa globalizacije svetske privrede. Namera nam je da analizom rastućeg i nestabilnog globalnog kapitalizma ukažemo na to koliko je on podložan inherentnim ekonomskim i društvenim krizama. Pored pregleda savremene literature o globalnoj ekonomskoj krizi, u radu će se hronološki opisati događaji koji su usloveli pojavu i širenje krize. Dakle, opisać će se događaji su doveli do finansijske krize koja je bila preteča pojavi sveukupne ekonomske i društvene krize u svetu.

Ključne reči: savremena literatura, globalna ekonomska kriza, finansijska kriza, globalizacija

Modern Viewpoints on the Global Economic Crisis – How It All Began?

The aim of this paper is to emphasise the negative consequences of globalisation of the world economy. We intend to analyse the growing instability of global capitalism and point out how it is subject to the inherent economic and social crisis. In addition to reviews of contemporary literature on the global economic crisis, this paper will describe the chronological events that have caused the emergence and spread of the crisis. Therefore, this paper describes the events leading up to the financial crisis which was the forerunner of the overall phenomenon of the economic and social crisis in the world.

Key words: contemporary literature, the global economic crisis, the financial crisis, globalisation

Communication Competencies of Managers in the Era of Globalisation

As a result of globalisation, the modern world has changed its expected discourse that can be seen through redefining, modernising and modifying the existent relations, views and perspectives regarding the organisational functioning. In this context, the focus is put on the phenomenon of interpersonal communication on which further theoretical and empirical elaborations are presented in this paper. Bearing in mind the starting thesis, the paper strives to show the significance of several relevant scientific and empirical determinants that explicitly present the physiognomy of the organisational development. In that sense, the organisational perspectives establish a strong connection with the following correlations: the comparative analysis of the independent empirical findings is directed towards the conclusion that the institutional organisation presents a dynamic, integrative, flexible and interactive whole. The multifactor determinant and the dependence of the organisational development is a relevant theme that receives more and more universal character. (Pre)occupation with human resources, meaning their (dis)satisfaction about their work, is an imperative condition that leads an organisation to rapid development in terms of quality. The quality and the intensity of communication is a central and dynamic component that is put into focus. The holistic observation of the person and the manager and his/her communication competencies is a modern phenomenon that is integrated in the highly organised organisational systems. That is to say that this set of separate correlations is being united into an integral and functional whole. The findings of this paper point out the actualisation of the knowledge of the communication competencies of managers and their application in order to establish and secure the organisational development.

Key words: communication, competencies, organisational development

Komunikacijske sposobnosti managerjev v dobi globalizacije

Zaradi globalizacije je sodobni svet spremenil svoj pričakovani diskurz, kar lahko opazimo s ponovno določitvijo, posodobitvijo in spreminjanjem obstoječih odnosov, pogledov in stališč glede delovanja organizacije. V tem smislu prispevek v središče postavlja pojem medosebne komunikacije, ki je podrobno razčlenjen v nadaljevanju. Ob upoštevanju začetne teze prispevek prikazuje pomen nekaterih pomembnih znanstvenih in empiričnih dejavnikov, ki izrecno predstavljajo bistvene značilnosti razvoja organizacije. V tem pogledu organizacijski vidiki vzpostavljajo trdno povezavo z naslednjimi korelacijami: primerjalna analiza neodvisnih empiričnih ugotovitev kaže na to, da je institucionalna organizacija dinamična, celostna, prilagodljiva in interaktivna celota. Več dejavnikov in odvisnost razvoja organizacije so pomembne teme, ki postajajo vse bolj razširjene. (Pre)obremenjenost s človeškimi viri, kar pomeni (ne)zadovoljstvo zaposlenih glede svojega dela, je nujen pogoj, ki organizacijo vodi k hitremu razvoju kakovosti. Kakovost in intenzivnost komunikacije je osrednja in dinamična sestavina, ki je postavljena v središče. Celostno upoštevanje posameznika ter managerja in njegovih komunikacijskih sposobnosti je sodoben pojem, ki je vključen v dobro organizirane sisteme organizacije. Ta niz ločenih primerjav je torej združen v celostno in funkcionalno celoto. Ugotovitve v tem prispevku poudarjajo, da morajo managerji posodobiti znanje glede svojih komunikacijskih sposobnosti in jih uporabiti, da zagotovijo in zaščitijo razvoj organizacije.

Ključne besede: komunikacija, sposobnosti, razvoj organizacije

Bremenitve pokojnin v Republiki Sloveniji

Zaradi globalne krize se čedalje več ljudi odpoveduje nekaterim dobrinam. Še vedno pa obstaja tudi veliko ljudi, ki iščejo različne možnosti za premostitev problema. Med to kategorijo nedvomno sodijo tudi upokojenci, pri katerih je ta problem običajno še večji in zato najemajo najrazličnejše kredite. Do podobne situacije prihaja tudi v drugih evropskih državah, kjer se ta problem pri upokojencih rešuje na različne načine. Zavod za pokojninsko in invalidsko zavarovanje Slovenije je edini nosilec izvajanja obveznega pokojninskega in invalidskega zavarovanja v državi. Osnovna dejavnost Zavoda je zbiranje podatkov o vplačanih prispevkih za pokojninsko in invalidsko zavarovanje, odločanje o pravicah, ki jih vplačilo prispevkov prinaša in izplačevanje pridobljenih pravic, ki pa lahko so podvržene raznim bremenitvam. Pri slednjem mora zavod še posebej upoštevati Zakon o izvršbi in zavarovanju, ki ureja področje odtegotanja raznih obveznosti od osebnih prejemkov – pokojnin. Kakor smo že omenili, tudi upokojenci za premostitev težav najemajo kredite pri posojilodajalcih. V prispevku poročamo o raziskavi, s katero smo ugotavljali, v kolikšni meri v primeru upokojenske generacije vpliva na najemanje kreditov višina pokojnine in, ali se med moško in žensko populacijo upokojencev pojavljajo pomembne statistične razlike v zvezi z najemanjem kreditov. Predstavili bomo tudi reševanje tega problema v nekaterih drugih državah.

Ključne besede: upokojenec, pokojnina, posojilo, odtegljaj

Charges Levied on Pensions in the Republic of Slovenia

Due to the global crisis, a number of people have stopped using some goods. But there are still many people who look for various possibilities how to overcome this problem. Pensioners are surely included in this category. Their financial problems are often more severe and that is why they decide to get all sorts of loans. A similar situation can also be found in other European countries where this problem is being solved in various ways. The Pension and Invalidity Insurance Institute of Slovenia is the only provider of the mandatory pension and invalidity insurance in the country. The main activity of the institute is to collect information about paid contributions for pension and invalidity insurance, make decisions regarding the rights that are granted by the contributions and the payments based on these rights, which can be subject to all sorts of charges. The institute needs to follow the law regulating the deductions of various financial obligations from pension incomes. As I have already mentioned, as the rest of the population, the pensioners get loans from creditors to overcome their financial difficulties. This paper presents the results of a survey conducted with the aim of establishing how the amount of a pension income affects the granting of a loan and whether there are any important statistical differences between the male and female population regarding loan approval. Some solutions to this problem by other countries are also presented in this paper.

Key words: pensioner, pension income, loan, deduction

Pridobivanje delovnih izkušenj v času izobraževanja

V članku je predstavljen problem zaposlovanja mladih, ki ima razsežnosti v Sloveniji in Evropi. Prikazani so dejavniki, ki vplivajo na zaposljivost mladih. Skozi analizo prednosti, slabosti, priložnosti in nevarnosti vidimo dejanske ali pa pripisane lastnosti, ki jih imajo delodajalci o mladih. Kot eno glavnih pomanjkljivosti mlade delovna sile, ki jo danes delodajalci postavljajo v ospredje, je pomanjkanje delovnih izkušenj. Zato je prav pridobivanje delovnih izkušenj in veščin, v času šolanja, izrednega pomena za mlade, ki po končanem študiju vstopajo na trg delovne sile. Pomembno pri tem je, da je delo vezano na njihovo poklicno in profesionalno področje. Izobrazba s pridobljenimi izkušnjami da mlademu uporabno vrednost za kakovostno opravljanje dela. V množici enako izobraženih imajo zaradi tega prednost pri iskanju prve zaposlitve. Podjetja imajo priložnost, da sodelujejo z mladimi, prepoznavajo njihovo nadarjenost in talente. Spoznajo morebitne bodoče sodelavce. Njihovo znanje povezujejo s svojim, kar pomaga pri gradnji skupnih ciljev. Podjetja, ki delijo del uspeha z okoljem, so družbeno odgovorna in gradijo trajnostni razvoj. Področje praktičnega usposabljanja študentov in dijakov v podjetju zahteva sistematičen pristop. Dela se je treba lotiti strokovno, pod nadzorom mentorja, ki bo s spoštovanjem etičnih in profesionalnih standardov dela, s profesionalnim vedenjem in ravnanjem z ljudmi pri njihovem delu pomagal soustvarjati kakovosten in učinkovit kader. Pri tem je pomembno oblikovati model za spremljanje in ocenjevanje mladih, ki so na praktičnem usposabljanju. Z njim pridobimo vpogled v dejavnike, kriterije in merila, ki vplivajo na uporabno vrednost in kakovostno opravljanje dela.

Ključne besede: zaposlovanje, mladi, delovne izkušnje, praktično usposabljanje

Acquiring Work Experience during Education

In the article I will introduce the youth employment problem, which spreads trough Slovenia and Europe. I will present the factorst that influence youth employability. By analyzing strengths, weaknesses, opportunities and risks we recognize actual or added qualities for which employers think young people have. Employers today point out that lack of work experience is one of the main weaknesses of the young work force. Therefore gaining work experience and skills during schooling is crucial for young people, who are seeking employment after finishing their studies. It is important that the work they do is associated with their vocational and professional area. Education together with gained experiences gives a young person value for high quality work performance. In the multitude of equally educated such a person has an advantage when seeking first employment. Companies have the oportunity to cooperate with young people, to recognize their gifts and talents. They can get to know their eventual future coworkers. They blend the youth`s knowledge with their own, which helps them build common goals. Companies that share a part of their success with the environment are socially responsible and build sustainable progress. The field of student practical training requires a sistematical approach. It has to be undertaken professionally, under the supervision of a mentor, who will respect ethical and professional work standards, behave and treat people in a professional way, and thereby help concreate high-quality and efficient staff. It is important to form a model for supervising and evaluating students who have their practical training. With it we can gain an insight on factors, criteria and measures, that influence efficiency value and quality work performance.

Key words: employment, youth, work experience, practical training

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Globalizacija, socijalni kapital i nove paradigme menadžmenta u savremenom globalizirajućem društvu

U radu se razmatra socijalni kapital kao društveni fenomen. Čini se napor da se prevaziđe shvatanje socijalnog kapitala kao (samo) ekonomske kategorije. U kontekstu takvog pristupa nastanak socijalnog kapitala se shvata kao faza u evolutivnom razvoju kapitalizma i promenom razvijajuće uloge čoveka tvorci primenjivači znanja. U sledu ovih razmatranja sagledavaju se relacije: socijalni kapital – razvoj ljudskog potencijala i indeks životne snage čoveka. Sva ova promišljanja vrše se sa stanovišta civilizacijskih promena i novih civilizacijskih tokova.

Ključne reči: društvo, kapital, civilizacija, čovek, razvoj

Globalisation, Social Capital and Management's New Paradigms in a Modern Global Society

In this paper, social capital is considered a social phenomenon. It takes a great effort to overcome the understanding of social capital (only) as an economic category. In the context of this approach, the creation of social capital is understood as a phase in the evolutionary development of capitalism and a change in the role of man who uses knowledge. With regard to these reflections, there are the following relations: social capital – the development of human potential and the vitality index. All of these reflections are considered from the viewpoint of civilization changes and new civilization trends.

Key words: society, capital, civilization, man, development

Vlaganje v zaposlene

V sodobnem konkurenčnem poslovanju podjetij je uspešno poslovanje čedalje težje in hkrati vse bolj odvisno od strukture, zadovoljstva in vlaganja v zaposlene. Strokovnjake iz različnih in predvsem dobičkonosnih področjih je težko privabiti in obdržati. Kadar omenjamo vlaganje v zaposlene, moramo najprej pomisliti, kako bomo sploh to izvedli. Ljudje smo si različni med sabo in vsak izmed nas ima različne motive motivacije. Nekaterim veliko motivacijsko sredstvo pomeni denar, in so zanj pripravljeni narediti vse, drugim pa čisto nasprotje, ki se kaže kot potreba po samouresničevanju, uveljavitvi,... ni vsak motivacijski faktor za vse ljudi enak. Če želimo imeti zadovoljne sodelavce ter uspešno poslovanje podjetja moramo za to tudi nekaj narediti. Pomembno je, da prepoznamo potrebe sodelavcev, jim nuditi razna izobraževanja, saj se s tem zaposleni razvijajo, bolj motivirano in uspešneje opravljajo svoje delo. Pri vseh vloženih sredstvih ne smemo pozabiti, da dostikrat sama pohvala pove več kot pa neko materialno dejanje. Pomembno je znati sodelavce pravilno in pravično nagrajevati, da vidijo, kako je smiselno kakovostno opravljati delo in da se to opazi, ne pa da je samo po regulativi materialno oziroma denarno nagrajen. V prispevku poročamo o raziskavi, kako oz. na kakšen način podjetja vlagajo v svoje zaposlene in kako zaposleni to sprejemajo.

Ključne besede: vlaganje, zaposleni, motivacija, potrebe

Investing in Employees

In today's modern and competitive business, successful management of companies is more and more difficult and depends on the structure and satisfaction of employees as well as investment in the staff. It is hard to attract and keep experts from various, especially profitable fields. When dealing with investment in employees, we have to take into consideration how this will be provided. People are different and each of us has different motivation motives. Some find money as a very important motivation factor and they would do everything to get it, whereas others find motivation in self-realisation, establishing themselves etc. Each motivation factor is not the same for all people. If we want satisfied workers and successful company business we have to do something. It is vital to recognise the needs of co-workers, offer them education seminars so that they can develop their knowledge, become more motivated and do their job effectively. Sometimes an oral approval is much more valuable than a material act. It is important to give co-workers fair remuneration in order for them to see that quality work is appreciated. Salary is not the only criterion. The article gives the results of the research connected with companies and their way of investment in employees. Another topic deals with the employees and how they accept this investment.

Key words: investment, employees, motivation, needs

Kompetencije nastavnika u inkluzivnoj nastavi kao uslov njene vaspitno-obrazovne efikasnosti

Inkluzivna nastava je glavna komponenta inkluzije u obrazovanju. Definiše se kao didaktička koncepcija, didaktički sistem ili didaktički model organizovanog učenja, kreiranja i poučavanja, koji obuhvata, prihvata i intenzivno uključuje decu i mlade sa posebnim obrazovnim potrebama u sve vidove vaspitanja i obrazovanja u redovna odeljenja i škole. Nastavnici pak, kao organizatori i neposredni realizatori inkluzivne nastave, njenu vaspitno-obrazovnu efikasnost dovode u pitanje. Oni smatraju da imaju profesionalno i stručno znanje, pedagoško-psihološke, didaktičko-metodičke i druge kompetencije za vaspitanje i obrazovanje dece uobičajenog razvoja u tradicionalnoj nastavi, a ne i dece sa posebnim obrazovnim potrebama, pa stoga sebe ne smatraju kompetentnim za rad u inkluzivnoj nastavi. U cilju identifikacije procena i mišljenja nastavnika o ključnim kompetencijama za rad u inkluzivnoj nastavi, u mesecima februar-mart 2012. godine, sprovedeno je istraživanje na uzorku od 116 nastavnika osnovnih škola na području Grada Niša, koje je prikazano u ovom radu. Podaci prikupljeni Skalermom – PMN-KVOIN, obrađeni su faktorskom analizom kojom su izdvojena po tri faktora koji određuju pedagoško-psihološke i didaktičko-metodičke kompetencije za vaspitanje i obrazovanje dece sa posebnim obrazovnim potrebama u inkluzivnoj nastavi. Rezultati istraživanja prikazani su u formi zaključka, a date su i pedagoške implikacije.

Ključne reči: inkluzija u obrazovanju, inkluzivna nastava, nastavnik u inkluzivnoj nastavi, pedagoško-psihološke kompetencije, didaktičko-metodičke kompetencije

Teacher' Competencies in Inclusive Continue as a Condition of its Efficiency Educational

Inclusive education is a major component of inclusion in education. It is defined as a didactic concept, system, or didactic didactical model of organized learning, creating and teaching, which includes, acceptance and intense includes children and young people with special educational needs in all aspects of education in regular classes and schools. Teachers however, as organizers and facilitators of inclusive direct teaching, its educational effectiveness into question. They feel that they have professional and technical knowledge, pedagogical and psychological, methodological and other competencies for education of children in the normal development of traditional teaching, but not children with special educational needs, and therefore do not consider themselves competent to work in inclusive teaching . For the purpose of identification and assessment of teachers' opinions on key competencies for working in inclusive classes, in the months of February-March 2012th years, research was conducted on a sample of 116 primary school teachers in the City of Nis, which is shown in this paper. Data collected by Scaler - PMN-KVOIN, were processed by factor analysis, which are separated by three factors that determine the pedagogical-psychological and didactic-methodical competencies for education of children with special educational needs in inclusive education. Research results are presented in the form of a conclusion, and the date and pedagogical implications.

Key words: inclusion in education, inclusive education, inclusive education in teaching, pedagogical and psychological competence, didactic and methodological competence