

FAKULTETA ZA POSLOVNE IN UPRAVNE VEDE NOVO MESTO

Faculty of Business and Management Sciences Novo mesto

VISOKA ŠOLA ZA UPRAVLJANJE IN POSLOVANJE NOVO MESTO

School of Business and Management Novo mesto

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

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

ZBORNİK POVZETKOV

BOOK OF ABSTRACTS

Mednarodna znanstvena konferenca

International Scientific Conference

Novo mesto, 4. in 5. april 2013

IZZIVI GLOBALIZACIJE IN DRUŽBENO-EKONOMSKO OKOLJE EU
GLOBALISATION CHALLENGES AND THE SOCIAL-ECONOMIC ENVIRONMENT OF THE EU

ZBORNIK POVZETKOV
BOOK OF ABSTRACTS

Izdali in založili / Publishers ©

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

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

Urednica / Editor

Dr. Jasmina Starc

Naslovnica / Title Page

Sandra Hrovat

Lektorici / Proofreaders

Melanija Frankovič – slovenski jezik, Tina Banfi – angleški jezik

Tehnična urednika / Technical Editors

Brigita Jugovič, Bojan Nose

Programski odbor / Programme committee

Predsednica / Chairman: dr. Jasmina Starc (Slovenija), akad. prof. dr. Zoran Arandjelović (Srbija), dr. Ruža Brčić (Hrvaška), dr. Slobodan Čamilović (Bosna in Hercegovina), dr. Bojana Filej (Slovenija), akad. prof. dr. Grozdanka Gojkov (Srbija), dr. Milan Jurina (Hrvaška), dr. Sasho Kjošev (Makedonija), dr. Milena Kramar Zupan (Slovenija), dr. Cvetko Smilevski (Makedonija)

Naklada / Printing

120 izvodov

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

658.3(082)
339.9(082)

IZZIVI globalizacije in družbeno-ekonomsko okolje EU : zbornik povzetkov : mednarodna znanstvena konferenca = Globalisation challenges and the social-economic environment of the EU : book of abstracts : international scientific conference, 4. in 5. april 2013, Novo mesto / [urednica Jasmina Starc]. - Novo mesto : Fakulteta za poslovne in upravne vede = Faculty of Business and Management Sciences : Visoka šola za upravljanje in poslovanje = School of Business and Management, 2013

ISBN 978-961-6770-22-4 (Visoka šola za upravljanje in poslovanje)
1. Vzp. stv. nasl. 2. Starc, Jasmina
266074368

Vsebina / Contents

Dr. Marta Ambrozi Dominantne odrednice stvaranje i razvoja organizacije <i>Dominant Determinants of the Creation and Development of Organisations</i>	13
Dr. Milica Andevski, dr. Mira Vidaković, dr. Aleksa Macanović Povezanost između pedagoških i liderskih osobina zaposlenih u prosveti <i>The Relationship between Teaching and Leadership Traits of Employees in the Educational System</i>	14
Akad. prof. dr. Zoran Arandjelović, dr. Vladislav Marjanović, dr. Igor Mladenović, dr. Dejan Djordjević Uticaj globalne ekonomske krize na privredu u regionu <i>The Impact of the Global Economic Crisis on the Economy in the Region</i>	15
Dr. Franci Avsec Delavske zadruge in delovno pravo <i>Worker Cooperatives and Labour Law</i>	16
Tina Banfi Novi pristopi pri poučavanju štirih veščin tujega jezika <i>New Approaches to Teaching the Four Skills in Foreign Language Learning</i>	17
Mag. Svetlana Bojanić, dr. Jelena Simić, dr. Dušan Ristić Model upravljanja procesom reinženjeringa <i>The model of managing the process of re-engineering</i>	18
Dr. Borut Bratina, dr. Peter Podgorelec Pravni vidiki odgovornosti članov uprava korporacij <i>Legal Aspects of the Liability of a Corporation's Management Board Members</i>	19
Dr. Ivan Ž. Bulatović Neki aspekti uticaja društvenog okruženja privrednih subjekata u uslovima globalizacije na njihove poslovne rezultate <i>Certain Aspects of the Influence of the Social Environment of Economic Entities in the Conditions of Globalisation on Their Business Results</i>	20
Dr. Dragana Čamilović E-trgovina u EU <i>E-Commerce in the EU</i>	21
Dr. Slobodan Čamilović Primena menadžmenta kvalitetom u menadžmentu ljudskih resursa <i>The Role of Quality Management in Human Resource Management</i>	22
Dr. Milan Čampa Zemljiški dolg – instrument zavarovanja upnikova ali način zavarovanja dolžnika pred izvršbama upnikova? <i>Land Charge – an Instrument of Creditor Protection or the Protection of Debtors against Execution by Creditors?</i>	23
Mag. Kristijan Čović, mag. Miodrag Mlačić Učinci pristupanja u EU na konkurentnost hrvatskog poduzetništva <i>The Impact of EU Accession on the Competitiveness of Croatian Entrepreneurship</i>	24
Mag. Erik Dobnik Izbira IS v izobraževalni panogi z vidika podpore procesu odločanja <i>The Selection of an Information System in Education in Terms of Support to the Decision-Making Process</i>	25
Dr. Tadija Đukić Finansijsko izveštavanje budžetskih korisnika u Republici Srbiji <i>Financial Reporting of Budget Users in the Republic of Serbia</i>	26

Dr. Bojana Filej	27
Znanje kot intelektualni kapital posameznika in zdravstvenega zavoda <i>Knowledge as Intellectual Capital of an Individual and a Health Centre</i>	
Ana Gazvoda	28
Mobing na delovnem mestu <i>Mobbing in the Workplace</i>	
Mag. Malči Grivec	29
Delo računovodje v času gospodarske krize <i>The work of accountants in the time of economic crisis</i>	
Akad. prof. dr. Grozdanka Gojkov	30
Globalne promene i pitanje kvaliteta u visokom obrazovanju <i>Global Changes and the Question of Quality in Higher Education</i>	
Dr. Jana Goriup	31
Vpliv globalizacije na družbo znanja in medgeneracijsko učenje <i>The Impact of Globalisation on Knowledge-Based Society and Intergenerational Learning</i>	
Pavle Hevka	32
Reševanje problemov na državnih cestah z uporabo inovativnih metod <i>Solving Problems on State Roads Using Innovative Methods</i>	
Bojana Hočevar Posavec, dr. Jasmina Starc	33
Izvajanje rednih letnih razgovorov v zdravstvenih ustanovah <i>The Regular Annual Interview in Health Care Facilities</i>	
Dr. Kadrija Hodžić, dr. Midhat Jašić	34
Sukob rada i kapitala u uvjetima globalne krize u Bosni i Hercegovini <i>Conflict between Labour and Capital in Times of Global Crisis in Bosnia and Herzegovina</i>	
Dr. Kadrija Hodžić, dr. Midhat Jašić	35
Siromaštvo i zdrava prehrana <i>Poverty and Healthy Diet</i>	
Dr. Laura Južnik Rotar	36
Kratek pregled konceptualnih izhodišč pozicioniranja blagovne znamke in praktični primer <i>A Short Overview of a Conceptual Basis for Brand Positioning and a Practical Example</i>	
Lidija Kegljevič Zagorc, mag.	37
Vrednotenje družbenih investicij <i>Evaluating Social Investment</i>	
Dr. Ljupčo Kevereski, Stefan Budzakoski, mag. Vesna Stojanoska	38
Upravljanje človeških virov v visokem šolstvu <i>Human Resource Management in Higher Education</i>	
Dr. Ljupčo Kevereski, dr. Jasmina Starc	39
Izzivi globalizacije in psihološki profil makedonskih vodij <i>Globalisation Challenges and the Psychological Profile of Macedonian Leaders</i>	
Dr. Ramiz Kikanović, mag. Mirza Kikanović	40
Nužnost reforme računovodstva, kao odgovor na ekonomsku krizu <i>The Necessity of Accounting Reforms, as a Response to the Economic Crisis</i>	
Dr. Sasho Kjošev	41
Planiranje budućnosti (institucionalni aspekti) – moguće rešenje suvremene krize? <i>Planning the Future (Institutional Aspects) – a Possible Solution to the Contemporary Crisis?</i>	

Dr. Iva Konda	42
Unija inovacij in inovacijska dejavnost Slovenije <i>Innovation Union and Innovation Activity of Slovenia</i>	
Dr. Tomaž Kostanjevec	43
Reševanje gospodarske krize in podjetniške priložnosti v Sloveniji <i>Solving the Economic Crisis and Entrepreneurial Opportunities in Slovenia</i>	
Dr. Milena Kramar Zupan	44
Vloga in pomen etike in družbene odgovornosti v menedžmentu <i>The Role and Importance of Ethics and Social Responsibility in Management</i>	
Dr. Nevena Krasulja, mag. Dragan Janjušič	45
Kontinuirano učenje i razvoj <i>Learning and Development</i>	
Dr. Ljiljana Krneta	46
Ljudski kapital, strategija krosvergenije i socio-ekonomsko okruženje EU <i>Human Capital, Crossvergence Strategy and Socio-Economic Environment in the EU</i>	
Akad. prof. dr. Danilo Ž. Markovič	47
Globalizacija, koevolucija zašтите radne i životne sredine – osnovna paradigma savremene radne motivacije čoveka <i>Globalisation, Coevolution of the Protection of Working and Living Environments – the Basic Paradigm of Modern Work Motivation of an Individual</i>	
Elena Marulc, mag.	48
(Ne)pripravljenost slovenskega zdravstvenega turizma na ISO 26000 <i>(Un)preparedness of Slovene Medical Tourism for ISO 26000</i>	
Mag. Danijela Mišič	49
Engleski jezik u školi – primer saradnje među kulturama <i>English Language in School – an Example of Cooperation among Cultures</i>	
Mojca Može	50
Dejavniki, ki vplivajo na raven pripadnosti zaposlenih <i>Factors that Influence the Level of Employee Loyalty</i>	
Vida Murn	51
Medsebojni odnosi in stopnja zaupanja v organizaciji <i>Mutual Relations and the Level of Trust in an Organisation</i>	
Dr. Gordana Nikolić, Dario Zorić, mag., dr. Vladimir Rosić	52
Globalizacija, postmodernizam i vrijednosti obrazovanja: pristupi i implementacija u nacionalnom kontekstu <i>Globalisation, Postmodernism and the Values of Education: Approaches and Implementation in the National Context</i>	
Dr. Gordana Nikolić, Dario Zorić, mag., dr. Vladimir Rosić	53
Lideri novog doba organizacije koja uči <i>New Age Leaders of Learning Organisations</i>	
Dr. Radmila Nikolić, dr. Vera Ž. Radović	54
Skriveni kurikulum – ima li razloga za brigu? <i>Hidden Curriculum – Is There Any Reason for Concern?</i>	
Aljaž Novak	55
Vpliv zaupanja na medsebojne odnose med zaposlenimi v MSP v Novem mestu <i>The Influence of Trust on Mutual Relations among Employees in SMEs in Novo mesto</i>	

Dr. Novo Plakalović, dr. Nikola Gluhović, Dragan Plakalović	56
Koncept menadžmenta univerziteta u Istočnom Sarajevu <i>The Concept of Managing Universities in Eastern Sarajevo</i>	
Mag. Ana Podhostnik	57
Razvijanje odgovornosti študentov zdravstvene nege na klinični praksi <i>Developing Responsibility of Nursing Students in Clinical Practice</i>	
Suzana Potočar	58
Pomanjkanje prostih mest v vrtcih <i>Shortage of Available Places in Kindergartens</i>	
Dr. Aleksandra Pušara	59
Nove paradigme menadžmenta u savremenom bankarskom poslovanju <i>New Paradigms of Management in Modern Banking</i>	
Mag. Barbara Rodica, dr. Boško Vojnović, dr. Dejan Grujić	60
Raziskovanje inovacijske aktivnosti v slovenskih podjetjih <i>Research of Innovation Activities in Slovene Companies</i>	
Dr. Cvetko Smilevski, Gorazd Smilevski	61
DEAN – didaktika efektivne akademske nastave <i>DEAT – Didactics of Effective Academic Teaching</i>	
Dr. Stana Smiljković	62
Prepoznavanje rane darovitosti dece mlađeg školskog uzrasta na primerima dramskih tekstova <i>Identifying the Giftedness of Lower Primary School Children on the Examples of Dramatic Texts</i>	
Vilma Smrekar Đokić, dr. Jasmina Starc	63
Zadovoljstvo zdravstvenih delavcev s kadrovsko funkcijo <i>Satisfaction of Health Professionals with Staffing Function</i>	
Mag. Toni Soklevski, dr. Gordana Tasevska	64
Uticaj operativnog menadžmenta i stratejskog menadžmenta ljudskih resursa na uspešno uvođenje inovacija u kompanijama <i>The Impact of the Operations Management and Strategic Human Resource Management on the Successful Introduction of Innovation in Companies</i>	
Dr. Dragana Stanojević, dr. Danijela Zdravković	65
Refoma učiteljskog obrazovanja kao refleksija globalizacijskih tokova u ostvarivanju kvalitetnog obrazovanja <i>Teacher Education Reform as a Reflection on Globalisation Trends in the Achievement of Quality Education</i>	
Dr. Lidija Stefanovska	66
Analiza spoljašnjeg okruženja, kao pristup u kreiranju stratejski fokusiranih organizacija <i>Analysis of the External Environment as an Approach to Creating Strategically Focused Organisations</i>	
Dr. Buba Stojanović	67
Književna umetnost u funkciji kreativnog rešavanja problema u socijalnom okruženju <i>Literary Art in the Function of Creative Problem Solving in the Social Environment</i>	
Dr. Ljubiša Stojmirović, mag. Aleksandra Stojković, mag. Tomislav Nikolić	68
Posledice neadekvatnog menadžmenta političke stranke <i>Consequences of an Inadequate Management of a Political Party</i>	
Dr. Stojan Stojmirović, dr. Ljubiša Stojmirović	69
Kako smanjiti uticaj promena na strukturu aktivnosti čoveka <i>How to Reduce the Effect of Changes on the Structure of Human Activities</i>	

Nataša Šavor Age management – sodobni pristopi k upravljanju starosti na delovnem mestu <i>Age management – Modern Approaches to Age Management in the Workplace</i>	70
Erika Škrabec Usposobljenost za inovacijsko timsko delo v Delavski hranilnici, d. d. <i>The Ability for Innovative Team Work in Delavska hranilnica d.d.</i>	71
Adrijana Šmuc Coaching kot metoda za osebni in strokovni razvoj posameznikov <i>Coaching as a Method for the Personal and Professional Development of Individuals</i>	72
Mag. Daniela Velkova Proces upravljanja, planiranja, regrutovanja i selekcije ljudskih resursa u obrazovanju <i>Human Resource Management in Planning, Recruitment and Selection in the Field of Education</i>	73
Marina Vojnović Istraživanje nasilja u školi <i>Research on Violence in Schools</i>	74
Dr. Vidoje Vujić Novi odnosi i globalni izazovi znanosti i gospodarstva <i>New Relations and Global Challenges in Science and the Economy</i>	75
Dr. Zdenka Zalokar Divjak Izobraževanje zdravstvenih delavcev za prepoznavanje psihosomatskih bolezni <i>Training Health Workers to Identify Psychosomatic Diseases</i>	76
Dr. Dušan Zdravković, dr. Snežana Radukić Globalizacija ekonomskih kriza <i>Globalisation of the Economic Crises</i>	77
Vesna Zupančič, mag. Prostovoljno delo – osebna prednost in skupna priložnost <i>Voluntary Work – Personal Advantage and Common Opportunity</i>	78

Povzetki / *Abstracts*

Dr. Marta Ambrozi
Fakulteta za menedžment, Novi Sad

Dominantne odrednice stvaranje i razvoja organizacije

U savremenom svetu, koji je toliko turbulentan i toliko nepredvidljivim, upravljanje organizacijama zahteva integralni pristup, a koji treba da reflektuje globalna obeležja organizacije. Tu ulogu u najboljoj meri ispunjava koncepcija poslovanja (K) i koncepcija organizacije (Kp). U suštini, koncepcija organizacije je dominantna determinanta i funkcionisanja a i razvoja organizacije. Ovaj rad detaljno prikazuje ove dve determinate, koje predstavljaju efikasne instrumente za upravljanje organizacijom u celini.

Ključne reči: koncepcija organizacije, model organizacije, sistemski pristup, teorija haosa

Dominant Determinants of the Creation and Development of Organisations

Successful management of an organisation in turbulent and unpredictable times requires an integral approach to the organisation, and, for that approach, synthetic characteristics of the organisation are needed. The concept of business (K) and the concept of organisation (Kp) play that role to a large degree. The concept of organisation is a dominant determinant of the function and development of an organisation. In this paper, these determinants are presented in detail as effective instruments for managing an organisation as a whole.

Key words: concept of organisation, model of organisation, systems theory, chaos theory

Dr. Milica Andevski
Filozofski fakultet, Novi Sad
Dr. Mira Vidaković
Fakultet za menadžment, Novi Sad
Dr. Aleksa Macanović
Mednarodna univerza, Brčko

Povezanost između pedagoških i liderskih osobina zaposlenih u prosveti

Cilj ovog istraživanja je utvrđivanje prisutnosti liderskih karakteristika i vještina kod zaposlenih u školama u Srbiji poželjnih za efikasno delovanje u školi. U radu su primenjene tehnike anketiranja i skaliranja, instrumenti u vidu upitnika i skala stavova. Populaciju istraživanja činile su osnovne i srednje škole na teritoriji Srbije (Vojvodina), dok je istraživački uzorak obuhvatio 252 respondenata koje su činili direktori, zamenici direktora, učitelji, nastavnici, stručni saradnici (pedagozi i psiholozi). Dobijeni podaci obrađeni u statističkom SPSS paketu (deskriptivna analiza i analiza latentne strukture prostora merenja upitnika, faktorski skorovi na ekstrahovanim Promax dimenzijama i matrica interkorelacije faktora) ukazuju na prisustvo liderskih osobina zaposlenih u obrazovnim ustanovama Srbije i statistički značajnu korelaciju između liderskih karakteristika i osobima ličnosti.

Ključne reči: obrazovanje, liderstvo, karakteristike liderstva, pedagoške kompetencije, zaposleni u prosveti

The Relationship between Teaching and Leadership Traits of Employees in the Educational System

The aim of this research is to determine the presence of leadership characteristics and skills for employees in schools in Serbia, as well as the connection with pedagogical competences necessary for effective performance at school, and with personality dimensions. Interviewing and scaling techniques, instruments in the form of a questionnaire and an attitude scale have been applied in this paper. The population of the research consisted of elementary and secondary schools in Serbia (Vojvodina province), whereas the research sample included 252 respondents, which consisted of principals, deputy principals, teachers, professional associates (psychologists and pedagogues). The data obtained were processed using the statistical SPSS package (descriptive analysis, factor scores on extracted Promax dimensions, the measures of linear and multiple correlation, discriminant analysis) and pointed to insufficiently expressed leadership traits of employees in educational institutions in Serbia, and a statistically significant relationship between leadership characteristics and respondents' personality traits.

Key words: education, leadership, leadership characteristics, pedagogical competences, employees in education

*Akad. prof. dr. Zoran Arandjelović, dr. Vladislav Marjanović,
dr. Igor Mladenović, dr. Dejan Djordjević*
Ekonomski fakultet Niš

Uticaj globalne ekonomske krize na privrede u regionu (komparativna analiza Srbije, Hrvatske i Slovenije)

Odavno je postalo jasno da je u savremenim uslovima privređivanja, tržište postalo nesavršen koordinacioni mehanizam. Toj činjenici doprinosi ne samo ogromna dinamika ekonomske aktivnosti u svetskim razmerama, već i različito delovanje države u ekonomskoj i drugim društvenim sferama. U fokusu ovog rada će biti tri zemlje Jugoistočne Evrope, koje su nekada bile deo jedinstvene države Jugoslavije, od kojih je jedna već odavno punopravni član EU. Osim posledica na privredu Srbije, uticaj finansijske krize sagledan je i na primeru Slovenije i Hrvatske. Cilj ovakvog pristupa ogledao se u tome da se sagledaju iskustva ekonomske politike u Srbiji i okruženju. Rezultati istraživanja mogu se iskoristiti za smernice ekonomske politike u godinama koje slede, a ovakav pristup je neophodan, jer ekonomska kriza nije prošla. Cilj rada nije samo da analizira posledice, već i konkretne faktore koji su doveli do najnovije ekonomske krize, čiji su se prvi simptomi pojavili maja 2007. godine, a zatim počeli da se ubrzano šire svetskom privredom i zemljama u okruženju, o kojima je u radu reč.

Ključne reči: kriza, finasijski sektor, realni sektor, Jugoistočna Evropa

The Impact of the Global Economic Crisis on the Economy in the Region (Comparative Analysis of Serbia, Croatia and Slovenia)

For a long time, it has been clear that in modern conditions the market has become an imperfect coordinating mechanism. This fact is confirmed by the great dynamics of economic activity worldwide as well as different action of the state in economic and social spheres. This paper focuses on three countries in Southeast Europe that were once part of the unique state of Yugoslavia, of which one has become a full member of the EU since long ago. Except for the consequences for the Serbian economy, the impact of the financial crisis can be seen in the example of Slovenia and Croatia. The goal of such an approach was to realise all the experience of the economic policy in Serbia and its neighbouring countries. The results of this research can be used as guidelines for the economic policy in the years to come, and this approach is necessary because the economic crisis has not been overcome yet. The goal of this paper is to analyse the consequences as well as the concrete factors that have brought to the newest economic crisis, whose first symptoms appeared in May 2007 and later began to spread over the world economy and the neighbouring countries included in the paper.

Key words: crisis, financial sector, real sector, Southeast Europe

Delavske zadruge in delovno pravo

Zadruge so korporacije, katerih člani so njihovi uporabniki in/ali delavci. V delavskih zadrugah je glavni prispevek članov delo, delež v kapitalu ima podrejen pomen. Za te zadruge je najpomembnejše pravno vprašanje, ali in v kolikšnem obsegu se za delo članov v njih uporablja korporacijsko (zadružno) pravo in/ali delovno pravo ter kako sta povezani člansko in delovno razmerje, če obstajata vzporedno. Prispevek predstavlja različne rešitve, ki so v posameznih državah bodisi uzakonjene bodisi sprejete v sodni praksi bodisi zgolj obravnavane v teoriji. Korporacijsko pravo dopušča široko avtonomijo za samoregulacijo članskih razmerij v zadrugah, medtem ko delovno pravo omejuje pogodbeno svobodo delodajalca in delavcev ter nalaga varovalne določbe v korist delavca kot šibkejše stranke. Rešitev teh vprašanj je pomembna za varstvo delavcev članov, spoštovanje delovnega prava pa tudi za avtonomijo, konkurenčnost in razvoj delavskih zadrug.

Ključne besede: delavske zadruge, delovno pravo

Worker Cooperatives and Labour Law

Cooperatives are corporations whose members are their users or/and workers. In worker cooperatives, the main contribution of members is their work, whereas the capital shares are only of minor significance. The most important legal issue for worker cooperatives is the question whether and to what extent corporate and/or labour law apply to members' work in a worker cooperative, and how the membership and the employment relationship, if they exist in parallel, are connected. The paper presents various solutions enacted by the legislation, proposed by jurisprudence or recommended by theory in various countries. While corporate law allows wider autonomy for the regulation of membership in cooperatives, labour law restricts the contractual freedom of employer and employees, imposing several protective provisions for workers as a more vulnerable party. Therefore, the solutions of these questions have far-reaching implications for the legal protection of worker members, labour law enforcement, autonomy, competitiveness and the development of worker cooperatives.

Key words: worker cooperatives, labour law

Tina Banfi

Visoka šola za upravljanje in poslovanje Novo mesto

Novi pristopi pri poučevanju štirih veščin tujega jezika

Angleščina predstavlja enega najpomembnejših učnih predmetov v evropskem prostoru, zlasti v času globalizacije. S splošno angleščino se srečamo že v osnovni in potem v srednji šoli, kasneje na visokošolski stopnji pa tudi z njeno strokovno različico. Pri učenju tujega jezika se srečujemo s štirimi veščinami: pisanjem, branjem, poslušanjem in govorjenjem. Čeprav so vse štiri veščine enako pomembne, se zadnjih 15 let pojavlja trend, ki poudarja predvsem govorjenje in poslušanje. Glavni dejavniki, ki so vplivali na tak razvoj, so uvajanje inovativnih metod poučevanja, ki temeljijo na novih spoznanjih o jeziku, poučevanju na podlagi konteksta in integriranem pristopu pri razvijanju štirih jezikovnih veščin. V skladu s tem je bila izvedena raziskava, ki je pokazala, kako se na te trende odzivajo učenci in kako se z novimi pristopi soočajo učitelji. V raziskavi je sodelovalo sedem evropskih držav, ki so pripravile enoten model učne enote s poudarkom na govoru in poslušanju. Po učni enoti so učenci izpolnili enotno oblikovan vprašalnik, ki se je nanašal na njihovo dožemanje drugačnega načina poučevanja. Raziskava je pokazala, da med državami obstajajo velike razlike, čeprav se večina učiteljev sooča s težavo, kako pri učencih razviti omenjeni veščini.

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

New Approaches to Teaching the Four Skills in Foreign Language Learning

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

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

Model upravljanja procesom reinženjeringa

Porastom značaja »ekonomije znanja« koja transformiše moderno društvo, akcentat se u savremenim poslovnim organizacijama stavlja na primenu informacionih tehnologija radi organizovanja fleksibilnog načina proizvodnje. Na taj način dolazi do radikalnog zaokreta od industrijskog modela poslovanja ka poslovanju zasnovanom na informacionim tehnologijama i znanju, uz holistički pristup. Kapital se ulaže u neopipljive resurse, a na zaposlene kao nosioce znanja se ne gleda kao na trošak već kao na resurs koji treba da se razvija kroz kulturu učeće organizacije. Ova promena je rezultat povećane upotrebe informacionih tehnologija ali i uvođenja novih intelektualnih tehnologija u proces proizvodnje. Ovako složen proces transformacije proizvodnje koji za posledicu ima podizanje produktivnosti je poznat u literaturi pod pojmom reinženjering. Cilj ovog rada je da se objasni suština pojave reinženjeringa, da se afirmiše pristup transformacije proizvodnje i društva iz industrijske u društvo zasnovano na znanju uz pomoć reinženjeringa. Na taj način pojam »tehnološki« menja svojstvo iz mehaničke u intelektualnu kroz upravljanje i rukovođenje i uz pomoć IT-a.

Ključne reči: reinženjering, informacione tehnologije, doba znanja

The model of managing the process of re-engineering

With the rising importance of »knowledge economy«, which transforms a modern society, the emphasis in modern business organisations is put on the application of information technologies in order to organise flexible ways of production. For that reason, there is a radical turn from the industrial model of managing business to a business based on information technologies and knowledge using a holistic approach. The capital is invested in intangible resources, taking into account that employees as the carriers of knowledge are not considered the cost but the resource that should develop through the culture of a learning organisation. This change is the result of increased use of information technologies and bringing in new intellectual technologies in the process of production. Such a complex transformation process of production, which has the effect of raising productivity, is known in literature as reengineering. The purpose of this work is to explain the essence of reengineering, affirm the approach of transforming production and society from industrial to a society based on knowledge with the help of reengineering. Thus, the term »technological« changes its feature from mechanical into intellectual through management and leadership, with the help of IT.

Key words: reengineering, information technology, knowledge era

Pravni vidiki odgovornosti članov uprav korporacij

Avtorja obravnavata ureditev odgovornosti članov uprav korporacij v slovenskem pravnem redu. Poudarek je na civilni odgovornosti, ki v zadnjem času tudi pri nas postaja vse bolj aktualna. Ta je urejena na različnih mestih v Zakonu o gospodarskih družbah – ZGD- I, poleg tega pa še v nekaterih posebnih zakonih. Kdaj člani uprave prestopijo mejo, ki pomeni protipravno ravnanje, v splošni ureditvi iz 263. člena ZGD- I, ki pa velja za večino primerov, ni natančno definirano in je prepuščeno sodni praksi. Te v Sloveniji zaenkrat še ni. Avtorja predstavi predloge pravne stroke za spremembe in dopolnitve zakonodaje, ki sledijo trendom v primerljivih pravnih ureditvah in omogočajo članom uprav predvidljivejši okvir dopustnega ravnanja, hkrati pa jim zagotavljajo potreben manevrski prostor za vodstveno odločanje, ki je lahko tudi tvegano, ne da bi jim bilo treba kasneje za to odgovarjati.

Ključne besede: uprava, odgovornost, zakonodaja, sodna praksa, škoda

Legal Aspects of the Liability of a Corporation's Management Board Members

In this paper, the authors deal with the liability regime of management board members in the Slovene legal system. The emphasis is on civil responsibility, which has lately become more and more topical in Slovenia. It is defined in different documents, such as the Companies Act – ZGD- I and in some other legal acts. When is the line crossed by members of the management board, which means unlawful conduct, is not clearly defined in the general provision of the Article 263 of the ZGD- I, which applies to most cases. It depends on the case law. Slovenia does not have it yet. The authors present the proposals of the legal profession for changes and amendments to legislation, which follow the trends in the comparable legal systems and offer the members a more predictable framework for acceptable behaviour. At the same time, they ensure the necessary room for manoeuvre for taking the managerial decisions, which can also be risky, without later being subject to complaints about responsibility.

Key words: legal liability, management board members, case law, liability for damage, change in legislation

Dr. Ivan Ž. Bulatović

Visoka poslovna škola strukovnih studija Beograd

Neki aspekti uticaja društvenog okruženja privrednih subjekata u uslovima globalizacije na njihove poslovne rezultate

Između privrednih subjekata i njihovog društvenog okruženja postoji veći broj uticaja, koji se u osnovi mogu svrstati u dve osnovne grupe: uticaj subjekata na okruženje i uticaj društvenog okruženja na aktivnost privrednih subjekata i okruženje. I u jednom i u drugom slučaju ti uticaji su višespektno uslovljeni različitim činiocima globalnog, regionalnog i lokalnog karaktera. Autor u radu identifikuje te moguće uticaje i njihov uticaj na poslovne rezultate ekonomskih subjekata. Autor otkrivajući te uticaje razmatra ih u istorijskom kontekstu, nastojeći da ukaže na njihov značaj za usmeravanje društva u pravcu ostvarivanja pravičnijeg društva sa permanentnim razvojem humanih uslova rada i pravednijih društvenih odnosa.

Ključne reči: društvo, globalni, regionalni i lokalni kontekst, humanizam, pravednost, poslovni uspeh

Certain Aspects of the Influence of the Social Environment of Economic Entities in the Conditions of Globalisation on Their Business Results

There are numerous influences among economic entities and their social environment, which can generally be classified into two basic groups: the influence of entities on the environment and the influence of the social environment on the activity of economic entities and the environment. In both cases, these influences have several aspects and are conditioned by the various global, regional and local characteristics. The author of this paper identifies these possible influences and their effect on the business results of economic entities. By identifying these influences, the author reviews them in the historical context, striving to show their character for directing the society towards the creation of a fairer society with a permanent development of human conditions for work and fairer social relationships.

Key words: society, global, regional and local context, humanism, fairness, business success

E-trgovina u EU

Svaka nova epoha poslovanja zahteva nove strategije i načine poslovanja. Brz razvoj informacionih i komunikacionih tehnologija (IKT), posebno interneta, tokom poslednje dve decenije promenio je mnoge aspekte života ljudi, uključujući i to gde i kako kupuju proizvode i usluge. Online kupovina i prodaja je brzo postala značajna delatnost širom sveta, uključujući i Evropsku uniju (EU). Cilj ovog rada je da razmotri aktuelne trendove u e-trgovini u EU. Uvode se definicije i koncepti i pruža pregled različitih vrsta e-trgovine, kao i njenih prednosti u odnosu na tradicionalnu trgovinu. Ključni preduslov za uspešnu e-trgovinu je postojanje sveobuhvatnog regulatnog okvira, i on je takođe detaljno obrađen u radu. Što je najvažnije, objašnjen je značaj rasta i razvoja e-trgovine unutar EU.

Ključne reči: e-trgovina, online prodaja, prekogranična trgovina, pravni okvir, Evropska unija

E-Commerce in the EU

Every era of business seeks new strategies and new ways of doing business. Over the last two decades, the rapid development of information and communication technologies (ICT), especially the Internet, has changed many aspects of people's lives, including where and how they buy goods and services. Buying and selling online is quickly becoming a major source of business throughout the world, including the European Union (EU). The aim of this paper is to discuss current e-commerce trends in the EU. It introduces definitions and concepts, but also provides an overview of different types of e-commerce as well as the advantages over traditional commerce. The crucial prerequisite for successful e-commerce is the existence of a comprehensive legal framework, which is also discussed in detail. Most importantly, the paper explains the importance of the growth and development of e-commerce in the EU.

Key words: e-commerce, online sales, cross-border trade, legal framework, European Union

Primena menadžmenta kvalitetom u menadžmentu ljudskih resursa

Drastične promene u uslovima poslovanja, kao posledica globalne ekonomske krize, zahtevaju od svih privrednih i neprivrednih subjekata prespitanje poslovnih filozofija, strategija i politika, prilagođavanje razvojnih i poslovnih planova novoj realnosti, reinžinjer organizacije i znatno kvalitetniji i efikasniji menadžment ljudskih resursa. Od menadžmenta i zaposlenih, kao jedinih kreativnih resursa poslovnog sistema, očekuju se nove poslovne ideje i njihova efektivna realizacija, kao osnove za stabilan razvoj, a često i opstanak organizacije. Iz tog razloga radni i stvaralački potencijal zaposlenih i njegovo stavljanje u funkciju efikasnih promena predstavlja osnovu, ali i ograničavajući faktor za formulaciju u ostvarivanje strategijskih poslovnih ciljeva. Zato se od menadžmenta ljudskih resursa očekuje da poveća kvalitet svog organizovanja, kvalitet procesa koje obavlja i kvalitet izvršilaca na poverenim poslovima, da bi na toj osnovi ostvario i povećanje kvaliteta strategijskih, taktičkih i operativnih odluka vezanih za ljudske resurse. Utvrđivanje pravih ciljeva iz oblasti menadžmenta ljudskih resursa i efikasno upravljanje procesima koji su funkciji njihovog ostvarivanja preko adekvatnih indikatora uspešnosti, kao ključnih elemenata teorije i prakse menadžmenta kvalitetom, treba u velikoj meri da doprinesu efektivnom ostvarivanju navedenih zadataka.

Ključne reči: promene, menadžment ljudskih resursa, kvalitet, menadžment kvalitetom, indikatori

The Role of Quality Management in Human Resource Management

As the result of the global economic crisis, drastic changes in business conditions require economic and non-economic entities to review their business philosophy, strategies and policies, adjust their development and business plans to the new reality, re-engineer the organisation as well as improve the quality and efficiency of their human resource management. The management and employees, who are the only creative resource of the business system, are expected to produce new business ideas and implement them effectively, which serves as the basis for a stable development and often the survival of the organisation. For this reason, the working and creative potential of employees used to bring about effective changes forms the basis as well as presents a limiting factor in setting and achieving strategic business goals. Therefore, human resource management is expected to improve the quality of its organisation, the quality of processes they carry out and the quality of people working on confidential matters in order to ensure and improve the quality of strategic, tactical and operational decisions related to human resources. Setting the right goals in human resource management and effectively managing processes that contribute to their realisation through adequate performance indicators, which are key elements of theory and practice regarding quality management, should to a large extent contribute to the effective implementation of the aforementioned tasks.

Key words: changes, human resource management, quality, quality management, indicators

Zemljiški dolg – inštrument zavarovanja upnikov ali način zavarovanja dolžnikov pred izvršbami upnikov?

V zadnjem času se srečujemo s povečanim številom vpisov zemljiških dolgov, s katerimi se obremenjujejo nepremičnine. Čeprav je inštitut zemljiškega dolga pri nas v veljavi že od uveljavitve Stvarnopravnega zakonika (SPZ), to je od 1. 1. 2003 dalje, se v zadnjih letih število le-teh izrazito povečuje. Čeprav je število vknjiženih zemljiških dolgov proti številu vknjiženih hipotek še izrazito v korist hipotek, pa se to razmerje v zadnjem času spreminja. Če bi se primerjali npr. z Nemčijo, bi lahko zaključili, da je to pozitiven trend, kajti v Nemčiji je zemljiški dolg izpodrinil hipoteko. Po drugi strani bi lahko postavili hipotezo, da je to povečanje v zaostrenih gospodarskih razmerah poskus dolžnikov, da s pomočjo zemljiškega dolga zavarujejo svoje nepremično premoženje pred izvršbami upnikov. Postavlja se vprašanje, kako takšno stanje vpliva na pravno-ekonomsko okolje in s tem na varnost globalnih vlaganj v Sloveniji.

Ključne besede: stvarne pravice, zemljiški dolгови, zemljiška pisma, terjatve, izvršbe

Land Charge – an Instrument of Creditor Protection or the Protection of Debtors against Execution by Creditors?

Lately, we have been witnessing an increase in the number of land charge entries which impose a burden on property. Even though the institute of land charge has been in our legal system since 1 January 2003, the date of entry into force of the Property Code (SPZ), the number of land charges has increased markedly in recent years. Despite the fact that the ratio between registered land charges and registered mortgages is still significantly in favour of the mortgage, this ratio has lately been changing. If we compare this trend, for example, with Germany, we can conclude that this is a positive trend because the land charge in Germany more or less supplanted the mortgage. On the other hand, we can validly make a hypothesis that in adverse economic conditions debtors use the land charge institute as a means of protecting their immovable property from execution against property by creditors. The question that poses itself is how this situation affects the legal and economic environment and, consequently, the safety of the global investment in Slovenia?

Key words: real rights, land charge, land charge certificate, claims, enforcement

Mag. Kristijan Čović

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

Mag. Miodrag Mlačić

Hotel Tomislavov dom, Zagreb

Učinci pristupanja u EU na konkurentnost hrvatskog poduzetništva

Jedan od ciljeva funkcioniranja Europske unije je mogućnost zajedničkog konkuriranja država članica rastućim gospodarstvima u svijetu. Ta je težnja nastavljena sve do danas, ali su uvjeti natjecanja na međunarodnoj sceni promijenjeni razvojem globalne ekonomije u zadnjim desetljećima. Stoga je EU danas i sama suočena s mnogim izazovima. Hrvatska uskoro postaje punopravnom članicom EU što će se bitno odraziti na buduća kretanja u hrvatskom gospodarstvu, pa tako i na sektor poduzetništva. Ovaj rad analizira implikacije ulaska u članstvo EU na hrvatsko poduzetništvo i njegovu konkurentnost. Članstvo u EU donijelo je državama članicama u pravilu dugoročnu političku stabilnost, priliku za novi gospodarski rast, viši standard i kvalitetniji socijalni ambijent. Pretpostavlja se da će, bez obzira na nepredvidivo socio-ekonomsko okruženje, članstvo u EU osigurati Hrvatskoj dodatne pozitivne implikacije i impuls za cjelokupnu ekonomiju, pa tako i poduzetništvo. Provođenjem aktivne poduzetničke politike koja će voditi ka održivom i konkurentskom napredovanju, očekuje se daljnji razvoj hrvatskog poduzetništva, koje u sinergiji s pokretanjem brojnih domaćih potencijala stvara okvir za gospodarski oporavak i rast.

Ključne riječi: poduzetništvo, Europska unija, konkurentnost, ekonomsko okruženje

The Impact of EU Accession on the Competitiveness of Croatian Entrepreneurship

One of the goals in the functioning of the European Union is the possibility of common competition of Member States with growing economies in the world. This tendency has continued to date, but the conditions of competition on the international scene have been modified due to the development of the global economy in recent decades. Therefore, the EU faces many challenges today. Croatia will soon become a full member of the EU, which will have a material impact on future developments in the Croatian economy and thus on the entrepreneurial sector. This paper analyses the implications of EU membership for the Croatian entrepreneurship and its competitiveness. The effects of EU membership on member states are generally: long-term political stability, the opportunity for new economic growth, higher standards and better social environment. It is assumed that, regardless of the unpredictable socio-economic environment, EU membership for Croatia will ensure additional positive implications and impulse for the whole economy, including entrepreneurship. By implementing an active entrepreneurship policy that will lead to sustainable and competitive progress, it is expected that Croatian entrepreneurship will further develop, which creates a framework for economic recovery and growth in synergy with numerous domestic opportunities.

Key words: entrepreneurship, European Union, competitiveness, economic environment

Izbira IS v izobraževalni panogi z vidika podpore procesu odločanja

Prispevek uvodoma priporoča metodološke in vsebinske usmeritve k informatizaciji ključnih poslovnih procesov, s poudarkom na raziskovalno-izobraževalni panogi (v nadaljevanju R&I). V analitičnem delu je jedrnatopisan koncept računalniški oblak (v nadaljevanju RO). Na podlagi spoznanj o RO je navedeno nekaj zahtev in pogojev, zaradi katerih je na področju R&I smiselno uvajati informacijske rešitve »s police«, in sicer take, ki naj izkoriščajo tudi storitve RO. Na podlagi evidentiranih pomembnih lastnosti ustreznega informacijskega sistema (v nadaljevanju IS) v R&I, je s parametrizacijo in vrednotenjem teh lastnosti koncipiran dodaten modul k odločitvenim modelom za izbor ustreznega IS. S primerjalno analizo med zasnovanim konceptom in predstavnikom uveljavljenih modelov za izbor IS je ovrednotena tudi uporabnost koncipiranega modula pri odločanju. Upošteva je rezultate primerjalne analize je v zaključku zasnovan koncept predlagan kot dodatni element, ki naj odloča o tem, kako in s kakšnimi produkti informatizirati poslovanje v R&I. Upošteva joč izsledke raziskave so navedene še prednosti izrabe storitev RO glede na klasične IS za celovito podporo poslovanja.

Ključne besede: računalniški oblak, odločitveni modeli, informacijski sistemi

The Selection of an Information System in Education in Terms of Support to the Decision-Making Process

The paper initially recommends methodological and substantive guidance to the computerisation of key business processes, with a focus on the research and education sector (hereinafter: R&E). In the analytical part of the research, the concept of Computer Cloud (hereinafter: CC) is briefly described. In addition, there are some conditions and requirements for which the information system (hereinafter: IS) in the R&E sector should be "off-the-shelf" type, thereby using CC services. Furthermore, some important properties of an IS in R&E are listed. The parameterisation and evaluation of these properties introduces the concept of an additional module in the »decision-making« model. Based on the comparative analysis between the formulated concept and the representative of well-established models for the selection of an IS, the applicability of the proposed concept in the R&E sector is evaluated. In conclusion, the implementation of the proposed concept is suggested as an option that could be used to decide how and with what kind of IS to support the business in R&E. In addition, the paper presents the advantages of using the services of CC for comprehensive business support compared to the traditional IS.

Key words: cloud computing, decision model, information system

Finansijsko izveštavanje budžetskih korisnika u Republici Srbiji

Prema pozitivnim propisima u Republici Srbiji budžetsko računovodstvo koriste pravna lica koja obavljaju vanprivrednu delatnost a finansiraju se iz bužetskih sredstava. Potreba za informacijama o korišćenju budžetskih sredstava imala je važnu ulogu u kreiranju računovodstvene prakse i prakse sastavljanja i obelodanjivanja finansijskih izveštaja za budžetske korisnike. Za finansijsko izveštavanje budžetskih korisnika koriste se međunarodni računovodstveni standardi za javni sektor – MRS JS. MRS JS određuju pravila za evidentiranje pojedinačnih poslovnih transakcija i sastavljanje i obelodanjivanje finansijskih izveštaja. Finansijski izveštaji sastavljeni na osnovu MRS JS predstavljaju informacionu osnovu za izveštavanje o poslovanju države. U radu se ukazuje na sličnosti i razlike između budžetskog i računovodstva profitno orijentisanih preduzeća, računovodstvene osnove za finansijsko izveštavanje budžetskih korisnika i finansijske izveštaje direktnih i indirektnih budžetskih korisnika u Republici Srbiji.

Ključne reči: finansijsko izveštavanje, budžetski korisnici, računovodstveni standardi, Republika Srbija

Financial Reporting of Budget Users in the Republic of Serbia

According to positive regulations in the Republic of Serbia, budget accounting is used by legal persons that perform non-economic activities and are funded from budget assets. The need for information about the use of budget assets has played an important role in creating accounting practice and the practice of composing and revealing financial statements for budget users. In financial reporting of budget users, the International Public Sector Accounting Standards (IPSAS) are used. IPSAS determine the rules for recording individual business transactions as well as composing and revealing financial reporting. Financial statements composed on the basis of IPSAS present information grounds for reporting on the government's business. The paper points out the similarities and differences between budget accounting and the accounting of profit-oriented enterprises, accounting bases for the financial reporting of budget users and the financial statements of direct and indirect budget users in the Republic of Serbia.

Key words: financial reporting, budget users, accounting standards, Republic of Serbia

Znanje kot intelektualni kapital posameznika in zdravstvenega zavoda

V zadnjem času posvečamo vse večjo pozornost znanju, ki predstavlja istočasno bogastvo posameznika in organizacije, je njihov intelektualni kapital. Zaradi hitrega razvoja znanosti in hitro spreminjajočega se okolja je v vseh obdobjih človekovega življenja izobraževanje in učenje nujno, saj prav to predstavlja moč posameznika, profesionalne skupine in/ali institucije. Z vertikalno izobraževanja v zdravstveni negi se povečuje kakovost izvajanja zdravstvene nege in s tem obravnave pacienta. Avtorica bo v svojem prispevku preučila možnosti uporabe znanja študentov in/ali diplomantov magistrskega študija kot vira in vrednosti. Postavlja se tudi vprašanje, ali bodo lahko novi magistri svoje znanje v zdravstvenih zavodih unovčili kot dodano vrednost, s katero bodo pripomogli k doseganju postavljenih ciljev zavodov.

Ključne besede: znanje, intelektualni kapital, študenti, diplomanti, magistrski študij

Knowledge as Intellectual Capital of an Individual and a Health Centre

Recently, greater attention has been paid to knowledge, which presents both the wealth of an individual and organisation, meaning it is their intellectual capital. Education and learning is necessary in all stages of life due to a rapid development of science and a rapidly changing environment, because it is the knowledge that represents the power of an individual, professional group and/or institution. The vertical of education in nursing care increases the quality of the provision of nursing care and thus the treatment of patients. In this paper, the author examines the possibility of using the knowledge of students and/or graduates of the master's programme as source and value. There is also the question whether new master's graduates will be able to use their knowledge in health centres as added value which can contribute to achieving the goals set by the centres.

Key words: knowledge, intellectual capital, student, graduate, master's programme

Mobing na delovnem mestu

Živimo v času, ko se krepi zavedanje o pomembnosti zagotavljanja dostojanstva in varovanja osebnosti delavcev v njihovem delovnem okolju. Vsem delavcem se skuša zagotoviti varno in zdravo delovno okolje, v katerem ni prisotna dodatna nevarnost za delavčevo fizično ali psihično zdravje. Kljub zavedanju o pomembnosti preprečevanja fizičnega nasilja na delovnih mestih, se prispevek osredotoča predvsem na pravne vidike mobinga oziroma psihičnega trpinčenja na delovnem mestu. Z izrazom mobing označujemo pojav, ki vključuje različne oblike psihičnega nasilja, šikaniranja oziroma trpinčenja na delovnem mestu, ki ga nad določenim delavcem izvaja njegov nadrejeni, podrejeni ali sodelavec, in vzbuja pri takem delavcu tesnobo, skrb ter povzroča stres. Namen prispevka je predstaviti obravnavano problematiko, različne oblike trpinčenja na delovnem mestu, vzroke za nastanek in posledice, ki prizadenejo tako žrtve mobinga kot tudi osebe, ki so trpinčenje izvajale. Na podlagi pridobljenega teoretičnega znanja bo izvedena študija konkretnega primera iz sodne prakse, iz katere bo mogoče spoznati stališče slovenskih sodišč do mobinga na slovenskih tleh.

Ključne besede: mobing, trpinčenje, psihično nasilje, delovno okolje, sodna praksa

Mobbing in the Workplace

We live in times of increasing awareness about the importance of ensuring dignity and protecting employees in their working environment. Every employee should have a safe and healthy working environment, where the physical and mental health is not additionally at risk. Despite the awareness about the importance of preventing physical violence in the workplace, the paper focuses primarily on the legal aspects of mobbing or the physical abuse in the workplace. The term »mobbing« defines a phenomenon that includes various forms of physical violence, bullying or harassment in the workplace, which is done by the employee's superior, subordinate or colleague and causes anxiety, concern and stress for this employee. The aim of this paper is to present the aforementioned topic, various forms of maltreatment in the workplace, its causes and consequences that affect both the victim and the perpetrator of mobbing. Based on theoretical knowledge, a law case study will be conducted to identify the attitude of Slovene courts about the problem of mobbing in Slovenia.

Key words: mobbing, maltreatment, physical violence, working environment, law case

Delo računovodje v času gospodarske krize

Svetovna gospodarska in finančna kriza je na eni strani na površje prinesla dolga leta prikrite goljufije in druga etično spoma dejanja, hkrati pa je nekatere gospodarske subjekte v želji po preživetju porinila na rob, kar je tudi njih privedlo do etično in zakonsko nesprejemljivih dejanj. Pri mnogih od njih so sodelovali tudi računovodje. Čeprav je računovodja danes med najbolj izpostavljenimi poklici, pa je področje računovodskih storitev v Sloveniji relativno slabo urejeno. Tako še danes ni niti pogojev za opravljanje dejavnosti računovodskega servisa niti pogojev glede minimalne izobrazbe. Ureditev tega področja pa je nujna, saj lahko na eni strani napačne informacije, za katere je odgovoren računovodja, pripeljejo do napačnih strateških odločitev, na drugi strani pa nanj pritiska vodstvo gospodarskih subjektov, ki ga lahko prisili k oblikovanju zavajajočih računovodskih informacij. Naraščajoča zaskrbljenost javnosti zaradi uporabe legalnih, a etično spomih računovodskih metod je zato razumljiva in upravičena. Glavni del prispevka pa je namenjen predstavitvi rezultatov raziskave, ki je bila narejena med slovenskimi računovodskimi servisi. V prispevku so predstavljeni dejavniki, ki vplivajo na njihovo poslovanje, s posebnim poudarkom na razmerah v času gospodarske krize. Posebna pozornost je posvečena pritiskom, ki so jih računovodski servisi deležni s strani naročnikov, in pomenu etike računovodij v današnjem času.

Ključne besede: gospodarska kriza, računovodski servisi, računovodje, Kodeks poklicne etike računovodje, prevare, pritiski

The work of accountants in the time of economic crisis

The global economic and financial crisis brought up to the surface many years' concealed fraud and ethically questionable actions on the one hand and, on the other hand, some enterprises were pushed to the edge in a desire to survive, which also led to ethically and legally unacceptable actions. Many of these situations also involved accountants. Despite the fact that today an accountant is one of the most exposed professions, the field of accounting services is relatively poorly regulated in Slovenia. Therefore, today there are no conditions for providing accounting services or conditions for minimum qualifications. The regulations in this field are necessary, since incorrect information that are the responsibility of an accountant can lead to bad strategic decisions on the one hand and, on the other hand, the accountant can be under pressure caused by the management of enterprises. They can force the accountant to create misleading financial information. The growing public concern due to the use of legal but ethically controversial accounting methods is therefore understandable and justified. The main part of the paper includes a presentation of results of the research conducted among Slovene accounting services. The author also presents the factors that affect their business, with particular focus on the effect of the economic crisis. In this connection, special emphasis is put on the pressure exerted on accounting services by customers, as well as the importance of ethics in accounting in today's time.

Key words: economic crisis, accounting service, the Code of Professional Ethics of Accounting, fraud, pressure on accountants

Globalne promene i pitanje kvaliteta u visokom obrazovanju

U tekstu se razmatraju aktuelni pristupi fenomenu kvaliteta, zasnovani na spoljašnjoj kontroli ishoda (mehanicističko-tehnicistička orijentacija i ekonomska logika), kao i alternativa zagovornika sociokulture i kritičke struje u pedagogiji, koja insistira na uvažavanju suštinskih karakteristika fenomena obrazovanja (jedinstvenost, celovitost, razvojnost, kompleksnost, dinamičnost, kontekstualnost, nepredvidivost...). Kvalitet visokoškolske nastave sagledava se vrednovanjem nivoa osvarenosti suštinskih indikatora koji se odnose na: savladanost studijskih programa, ostvarenost sopstvenog razvoja, usklađenost ličnog sistema vrednosti sa dobrobiti društvenog napretka, osposobljenost za praktičnu primenu naučenog, osposobljenost za sanmoučenje i osposobljenost za inovativnost. Istraživanje je eksplorativnog karaktera, a u vrednovanje su uključeni studenti, kao akteri obrazovnog procesa. Kao osnovni nalaz izdvajaju se procene studenta o niskoj efikasnosti visokoškolske nastave u pogledu osposobljenosti za praktičnu primenu naučenog, osposobljenosti za sanmoučenje i osposobljenosti za inovativnost.

Ključne reči: upravljanje kvalitetom, visokoškolska nastava

Global Changes and the Question of Quality in Higher Education

The text considers current approaches to quality of education based on the external control of outcomes (mechanistic-technicistic orientation and economic logic), as well as the alternative proposed by the advocates of socio-culture and critical currents within pedagogy, insisting on respect for essential characteristics of the educational process (uniqueness, comprehensiveness, development, complexity, dynamics, context and unpredictability etc.). The quality of higher education teaching is considered according to the assessment of the degree of implementing essential indicators referring to: the acquisition of study programmes, the realisation of one's own development, the harmonisation of one's personal value system with the benefit of social progress, the ability of practical application of what has been learnt and the ability of independent learning and innovativeness. The research is explorative and the assessment was carried out by students as actors in the educational process. The basic finding refers to the students' evaluation indicating a low level of efficacy of higher education teaching in view of being equipped for practical application of what has been learnt, being prepared for independent learning and trained for innovativeness.

Key words: quality management, higher education teaching

Vpliv globalizacije na družbo znanja in medgeneracijsko učenje

Vpliv globalizacije na sodobno postmoderno družbo v luči intenzivnega staranja prebivalstva zahteva, kljub sodobnim metodam in tehnikam izobraževanja, ki so mladim hitro dojemljive, tudi medgeneracijsko učenje. Namen prispevka je s pomočjo empirične raziskave in študija strokovne literature analizirati položaj generacij v današnji družbi, predvsem starejših, ki so vse prevečkrat izrinjene v ozadje, ter prikazati vpliv družbe znanja, ki temelji na uporabi sodobne informacijsko-komunikacijske tehnologije, na medgeneracijsko učenje. Avtorica je v prispevku analizirala nekatere posledice demografskih sprememb ter izpostavila vlogo in pomen medgeneracijskega učenja in sodelovanja za trajnost; še posebej v slovenski starajoči se družbi. S pomočjo raziskave je ugotavljala, koliko s(m)o ozaveščeni o pomenu in vlogi medgeneracijskega učenja za sožitje generacij. V analizi podatkov iz opravljene raziskave ugotavlja, da na učinkovitost družbe znanja vplivajo globalizacijski procesi, medgeneracijska integracija, predvsem pa kulturni kapital mlajših generacij in, seveda, pripravljenost vseh generacij za sodelovanje v transmisiji in tudi pri usvajanju znanja.

Ključne besede: starostniki, socialna integracija, vseživljenjsko učenje, družine, znanje

The Impact of Globalisation on Knowledge-Based Society and Intergenerational Learning

The impact of globalisation on contemporary post-modern society in the light of an ageing population requires intergenerational learning, despite the modern methods and techniques of education that young people learn quickly. Based on empirical research and the study of literature, the paper aims at analysing the situation of generations in today's society, especially the elderly, who are all too often marginalised and excluded, and showing the impact of a knowledge-based society that uses modern information and communication technologies on intergenerational learning. The author of this paper analyses some of the consequences of demographic changes and highlights the role and importance of intergenerational learning and collaboration for sustainability, especially in the Slovene ageing society. The research strived to identify the level of awareness of the importance and role of learning intergenerational learning to achieve generational harmony. The analysis of the empirical data collected in the research show that the effectiveness of the knowledge-based society is influenced by globalisation processes, intergenerational integration and especially the cultural capital of young generations and the willingness of all the generations to participate in the transmission and acquisition of knowledge.

Key words: elderly, (social) integration, lifelong learning, family, knowledge society

Reševanje problemov na državnih cestah z uporabo inovativnih metod

Republiko Slovenijo je januarja 2013 zajel val snežnih padavin. Posledica so bili hudi zastoji, zlasti na primorski avtocesti. Bistvo problema je v tem, da nekdo ni opravil svoje naloge. Večina ljudi krivi Družbo za avtoceste v Republiki Sloveniji (v nadaljevanju: DARS), ki je bila že nekaj dni vnaprej seznanjena z vremensko napovedjo. To pomeni, da je omenjena družba že prej vedela, da bo na ta dan močno snežilo in pihalo. Zakaj niso ustrezno ukrepali? Zakaj se niso odgovorne osebe ustrezno pripravile? Reagirali so takrat, ko je bilo že prepozno, vendar se ni obneslo. Nastal je velik kaos na škodo voznikov, vključno z njihovim spremstvom in majhnimi otroki. Vprašati se je treba, kaj bi ob takem neurju dejansko morali narediti? Pri tem niso vprašljivi vzdrževalci in delavci na terenu. Nekateri izmed njih delajo tudi po dvajset ur na dan in se skorajda nihče od njih ne pritožuje. Problem je v organizaciji dela in neustreznem načinu reševanja problemov. Osnovno vprašanje je, kakšne metode moramo uporabiti, da se kaj podobnega ne bi ponovilo.

Ključne besede: zimska služba, vozniki, vzdrževalci, izločanje vozil

Solving Problems on State Roads Using Innovative Methods

In January 2013, the Republic of Slovenia was struck by heavy snowfall. The result was severe traffic congestion, especially on the motorway in the Primorska region. The core of the problem was that someone did not carry out their task. Most people blame the Motorway Company in the Republic of Slovenia (hereinafter: MCRS), which was notified about the weather forecast a few days in advance. This means that the above-mentioned company could have been prepared ahead of time. Why did they not act appropriately? They acted when it was already too late. However, that did not work out well. The result was a major chaos because of which the drivers, including their passengers and small children, suffered. Was the Civil Protection notified about this? One wonders what would really have to be done in such a snow storm. This is not about the road superintendents and field workers. Some of them work for as much as twenty hours a day and almost never complain. The problem is in the organisation of work and an inadequate way of solving problems. One only needs to make the right decisions and use the methods that would prevent similar events from ever happening again.

Key words: winter services, drivers, maintenance, vehicle removal

Bojana Hočevar
URI – Soča
Dr. Jasmina Starc
Visoka šola za zdravstvo Novo mesto

Izvajanje rednih letnih razgovorov v zdravstvenih ustanovah

Da organizacija lahko izkoristi potencial zaposlenih, mora vodstvo poznati njihove rezultate dela, težave pri delu, kompetence, želje, cilje, vrednote in ambicije. Prav tako morajo biti zaposleni seznanjeni s poslanstvom, cilji in vizijo organizacije ter biti z njimi usklajeni. Poznati morajo možnosti in omejitve pri delu in napredovanju ter oceni uspešnosti njihovega dela. Vse to redni letni razgovor omogoča in lahko le koristi zaposlenim in tudi organizaciji, če je pravilno izveden. Z raziskavo, ki smo jo izvedli v Univerzitetnem Kliničnem centru Ljubljana, smo ugotovili, da se večini (63,6 %) zdijo letni delovni razgovori koristni. Predlagajo pa tudi, da bi bilo treba vodje in zaposlene bolje izobraziti o namenu in ciljih teh razgovorov.

Ključne besede: zdravstvo, vodenje, letni delovni razgovori

The Regular Annual Interview in Health Care Facilities

In order for an organisation to be able to exploit the potential of its employees, the managers should be familiar with the results of their work, problems at work, competencies, preferences, goals, values and ambitions. They should also be familiar with the mission of employee objectives and the vision of the organisation, and complied with it. They need to know the possibilities and limitations in the work and progress and assess their performance. This is made possible by a regular annual interview, which can only be for the benefit of employees and the organisation, if it is carried out correctly. In the survey, which was conducted at the Ljubljana University Medical Centre, we found that the majority (63.6 %) sees an interest in the implementation of regular annual interviews. They also suggest the need to educate leading nurses and employees about the purpose and objectives of the annual work interviews.

Key words: health, management, regular annual interview

Dr. Kadrija Hodžić
Sveučilište Univerzitet »Vitez« Travnik
Dr. Midhat Jašić
Tehnološki fakultet u Tuzli

Sukob rada i kapitala u uvjetima globalne krize u Bosni i Hercegovini

Ideološki okvir neoliberalne paradigme i Washingtonskim konsenzusom uspostavljeni programski okvir za vođenje ekonomskih politika zaoštrio je povijesni sukob rada i kapitala. Neoliberalna paradigma isključuje industrijske politike jer polazi od neoklasične pretpostavke o jednakosti proizvodnosti rada među zemljama, pa se ekonomskim politikama sugeriraju fleksibilnost tržišta rada, odsustvo inflacije i fiksni tečaj. Takve ekonomske politike vode umanjuju konkurentnosti zemlje na štetu pozicije rada. U BiH ove nepovoljnosti se konstituiraju problemima bosanskohercegovačkog ukidanja rada, i to: neoliberalnim obrascem ekonomskog razvoja, otvaranjem problema dualne radne snage i istovremenim postojanjem strukturne i ciklične nezaposlenosti. Ublažavanje sukoba rada i kapitala moguće je voditi: prvo, snažnijim prisustvom države u poticanju ekonomskog razvoja (vođenje aktivne industrijske politike i odustajanje od makroekonomske stabilnosti na uštrb visoke nezaposlenosti) i drugo, otvaranjem socijalnog dijaloga sasvim relevantnim sudionicima koji su zainteresovane za socijalni dijalog i socijalno poboljšanje uvjeta rada.

Ključne riječi: društvo rada, društvo kapitala, »ukidanje rada«, kršenja radničkih prava, socijalni dijalog, Bosna i Hercegovina

Conflict between Labour and Capital in Times of Global Crisis in Bosnia and Herzegovina

The ideological framework of neo-liberal paradigm and the programme framework for the implementation of economic policies established by Washington Consensus intensified the historical conflict between labour and capital. The neoliberal paradigm excludes the industrial policy because it derives from the neoclassical assumption of the equality of labour productivity between countries, and the economic policy suggests the flexibility of the labour market, the absence of inflation and a fixed exchange rate. Such economic policies lead to a decrease in a country's competitiveness at the expense of work. In BiH, these disadvantages are demonstrated as problems of abolishing work in Bosnia and Herzegovina, meaning: the neoliberal form of economic development, opening the problems of dual labour force and simultaneous existence of structural and cyclical unemployment. The conflict between labour and capital can be resolved by: firstly, more powerful presence of the state in stimulating the economic development (leading an active industrial policy and abandoning macroeconomic stability at the expense of high unemployment) and, secondly, opening social dialogue with all relevant participants who are interested in the social dialogue and the social improvement of working conditions.

Key words: society of labour, society of capital, abolition of work, BiH, violation of workers' rights, social dialogue

Dr. Kadrija Hodžić
Sveučilište Univerzitet »Vitez« Travnik
Dr. Midhat Jašić
Tehnološki fakultet u Tuzli

Siromaštvo i zdrava prehrana

Siromaštvo se odražava na kvalitetu prehrane i zdravlje ali isto tako postavlja se pitanje da li se siromašni mogu zdravo hraniti. To je pogotovo važno jer je u bogatijim društvima više prisutan problem gojaznost i bolesti koje dobrim dijelom uzrokuje suficitarnost nutrijenata u ishrani. Ove bolesti su hipertenzija, hiperglikemija, hiperlipidemija, bolesti krvožilnog sistema i neke vrste karcinoma. One uzimaju sve više maha i na njihovo liječenje otpada više od 50 % troškova javnog zdravstva. Istovremeno posljednjih dekada pojavljuje sve veći jaz između bogatih i siromašnih pa se postavlja pitanje da li od istih bolesti boluju i jedni i drugi. Rad daje pregled nejednakosti prehrane siromašnih u odnosu na prehranu bogatijih društava, posljedice tih nejednakosti, uključujući bolesti vezanih za kvalitet prehrane, kao i naznaka prednosti i prepreke u zdravoj prehrani siromašnih. U radu su date preporuke za programe i aktivnosti koje se mogu provoditi na lokalnoj i globalnoj razini u razumijevanju i rješavanju ovog važnog javnozdravstvenog problema.

Cljučne riječi: siromaštvo, mogućnost zdrave prehrane

Poverty and Healthy Diet

Poverty affects the quality of nutrition and health, but also poses the question of whether poor people can eat healthy. This is especially important because in richer societies the problem of obesity and diseases is more common, which is largely caused by surplus nutrients in their diet. These diseases are hypertension, hyperglycaemia, hyperlipidaemia, circulatory system diseases and some types of cancer. The diseases are on the rise and over 50 % of the total public health costs are spent on their treatment. At the same time, the last decade has seen a widening gap between the rich and poor, which raises the question of whether they both suffer from the same diseases. This paper gives an overview of the inequality of diet of the poor in relation to the diet of richer societies, and the consequences of these imbalances, including diseases related to diet quality, as well as an indication of the benefits and barriers of healthy eating of poor people. The paper gives recommendations for programmes and activities that can be implemented at the local and global level in understanding and addressing this important public health problem.

Key words: poverty, possibility of healthy diet

Kratek pregled konceptualnih izhodišč pozicioniranja blagovne znamke in praktični primer

V literaturi lahko zasledimo več opredelitev pozicioniranja blagovne znamke. Pozicioniranje, ki je zelo pomemben del trženjske strategije, mora biti skrbno načrtovano, upoštevati mora porabnikove preference in potrebe, lastnosti pozicije izdelkov tekmecev, upoštevati pa mora tudi lastne zmožnosti in sposobnosti. Gre za postopek oblikovanja ponudbe in podobe podjetja tako, da v očeh ciljnih porabnikov pridobi neko vidno mesto z določeno vrednostjo. Lahko ga razumemo kot kombinacijo vseh koristi, vidikov in asociacij, tako funkcionalnih kot imaginarnih, ki blagovno znamko naredi drugačno in konkurenčno na trgu. Dimenzije, ki pozicionirajo blagovno znamko, so funkcionalne in emocionalne koristi, imidž, vsebina in vrednost blagovne znamke. Slednji dve identificiramo kot razlikovalne attribute, ki omogočajo podjetju, da zaračuna višjo ceno, in pomenijo dodano vrednost blagovne znamke ter osnovo za njene konkurenčne prednosti. Ustvarjanje konkurenčnih prednosti zahteva uporabo trženjskega spleta za ustvarjanje nečesa drugačnega, posebnega za porabnika. V prispevku je prikazana uporaba empiričnega modela kot podlage za poslovne odločitve v zvezi s pozicioniranjem blagovne znamke.

Ključne besede: blagovne znamke, pozicioniranje, vrednost, premoženje, diferenciacija, poslovne odločitve

A Short Overview of a Conceptual Basis for Brand Positioning and a Practical Example

The literature provides several definitions of brand positioning. Positioning, as a very important part of a marketing strategy, has to be carefully planned and take into account customer preferences and needs, the characteristics of a competitor's brand position as well as own capabilities and skills. Positioning is the process of forming the supply and image of a company in the way that it gains a visible place with a certain value in the eyes of target customers. Positioning can also be seen as a combination of functional and imaginary benefits, aspects and associations which differentiate the brand and make it competitive. Dimensions of brand positioning are functional and emotional benefits, image, personality and brand value. The last two are identified as attributes of differentiation, making it possible for a company to charge a higher price, and actually meaning a brand value added and a basis for competitive advantages. In creating something different, special in the eyes of a customer, the marketing mix has to be applied. This paper illustrates the use of an empirical model as a basis for business decisions relating to brand positioning.

Key words: brand positioning, brand value, brand equity, differentiation, business decisions

Vrednotenje družbenih investicij

Globalizacija in družbeni razvoj spreminjata obstoječe norme in merila tudi na področju presoje učinkovitosti investicij. Zaradi naraščajoče kompleksnosti družbenih problemov je treba k reševanju le-teh pristopati interdisciplinarno in holistično. Še posebej je takšen pristop nujen pri družbenih investicijah, katerih cilj je trajnostni razvoj. Ti cilji niso zgolj družbeno-ekonomski, ampak predstavljajo konsenz ciljev različnih družbenih skupin. Z razvojem se družbeno-ekonomsko okolje spreminja, zato družbene investicije zahtevajo odločitvene modele, ki temeljijo na sodobnih večdimenzionalnih modelih odločanja, skozi katere je možno v presojo enakovredno vključiti vse vidike trajnostnega razvoja. S tem prihaja do vse večjih razlik med družbenimi in privatnimi investicijami, zato se je prenos poslovnih odločitvenih ekonomskih modelov v družbeno prakso izkazal za neustreznega, saj zahteva vrsto nadgradenj, predpostavk in posplošitev, ki netransparentno vplivajo na rezultate vrednotenja. Transparentnost in razumljivost pa sta ključna dejavnika v sodobni trajnostno naravnani razvojni družbi.

Ključne besede: družbene investicije, odločanje, odločitveni modeli

Evaluating Social Investment

Globalisation and social development change the existing standards and the criteria for assessing the efficiency of investments. Due to the increasing complexity of social problems, it is necessary to solve these problems using a multi-disciplinary and holistic approach. Such an approach is especially necessary in the case of social investment aimed at sustainable development. Sustainability goals are not only socio-economic objectives but consensus objectives of different social groups. Due to social development, the socio-economic environment is changing and requires different social investment decision models based on modern multi-criteria evaluation, through which it is possible to equally integrate all the aspects of sustainable development. This leads to increasing differences between social and private investment. The transfer of the economic models of decision-making in social practice is inadequate and requires a series of upgrades, assumptions and generalisations that lead to non-transparent results of evaluation. Transparency and clarity are the key factors in a sustainable development society.

Key words: social investments, multi-criteria evaluation

Upravljanje človeških virov v visokem šolstvu

Upravljanje človeških virov je izjemno pomemben segment v splošnem organizacijskem oblikovanju in je odločilen dejavnik pri določanju dinamike in kakovosti organizacijskega razvoja. Gre za zelo kompleksno, dinamično in občutljivo načrtovanje upravljanja funkcij (koordinacijo, organizacijo, motivacijo, vodenje/upravljanje, nadzor in vrednotenje), ki so usmerjene na ocenjevanje in napovedi poklicnih in osebnih kompetenc posameznikov ter njihovo ustrezno vključenost v pedagoški proces. V tem smislu je načrtovanje ena izmed najpomembnejših funkcij upravljanja človeških virov in jo je treba gledati v več segmentih: določitev vizije, poslanstva, strategije, politike in ciljev organizacije, ki povezuje dejavnosti človeških virov z vizijo, s poslanstvom, strategijo, politiko in cilji organizacije (načrtovanje zaposlovanja, izbor in razvoj zaposlenih, stalno spremljanje napredka in usmerjanje razvoja). Glavni cilj tega prispevka je, da aktualiziramo probleme, ki so posredno povezani z upravljanjem človeških virov v visokem šolstvu, in poudarimo izjemen pomen človeških virov v dinamiki institucionalnega razvoja. Končni namen prispevka je osveščanje, da upravljanje človeških virov, kakor tudi splošni menedžment v visokem šolstvu ni le niz naključnih, preprostih in mehanskih postopkov akademskih vodij, ampak nekaj povsem drugega.

Ključne besede: vodenje, človeški viri, visoko šolstvo

Human Resource Management in Higher Education

Human resource management is an extremely important segment in the general organisational design and a decisive factor in defining the dynamics and quality of the organisational development. This is a very complex, dynamic and sensitive design of managing functions (coordination, organisation, motivation, management/governance, supervision and evaluation), which are orientated towards the assessment and projections of the professional and personal competencies of individuals and their adequate involvement in the pedagogical process. Given that, planning is one of the most important managing functions of human resources and can be viewed in several segments: defining the vision, mission, strategy, policies and objectives of an organisation; linking the human resources activities with the vision, mission, strategy, policies and objectives of an organisation (recruitment planning, selection and development of employees, constant monitoring of progress and development orientation). The main objective of the paper is to actualise the problems that are implicitly associated with the management of human resources in higher education and point out the exceptional significance the human resources have in the dynamics of the institutional development. The ultimate aim of the paper is to make experts aware that human resource management and the general management in higher education are not a set of random, simple and mechanical procedures of academic leaders, but something completely different.

Key words: management, human resources, higher education

Dr. Ljupčo Kevereski

Pedagoški fakultet Bitola

Dr. Jasmina Starc

Visoka šola za upravljanje in poslovanje Novo mesto

Izzivi globalizacije in psihološki profil makedonskih vodij

Globalizacija kot večdimenzionalno pogojeni in določeni planetarni trend je vsekakor preoblikovala družbeni, institucionalni in individualni diskurz razumevanja, razmišljanja in odnosa do ožjega in širšega okolja. V tem smislu se morajo organizacije in posamezniki, da bi bili učinkoviti, prožni in hitri, prilagoditi in spremeniti svojo organizacijsko obliko skladno s trenutnimi globalizacijskimi procesi. V prispevku predstavljamo del študije, opravljene v Republiki Makedoniji, v kateri smo identificirali izobraževalne potrebe, motivacijo za izobraževanje, osebni in strokovni razvoj ter psihološki profil makedonskih menedžerjev. Pričakujemo, da bodo rezultati empirične raziskave podlaga za projektiranje in vzpostavitev ustreznega modela izobraževanja makedonskih menedžerjev, ki bi imeli ustrezno znanje, sposobnosti in spretnosti ter tako ustrezali zahtevam evropskega gospodarstva.

Ključne besede: psihološki profili, voditelji, globalizacija, izobraževanje

Globalisation Challenges and the Psychological Profile of Macedonian Leaders

Globalisation as a multi-dimensionally conditioned and determined planetary trend has certainly redesigned the social, institutional and individual discourse of the understanding, thinking and attitude toward a narrower and wider environment. Given that, organisations and individuals should adjust and change their organisational design in accordance with the current globalisation processes in order to be efficient, flexible and quick. The paper presents part of the diagnostic study carried out in the Republic of Macedonia, which has identified the educational needs, motivation for education, the personal and professional development and the psychological profile of Macedonian managers. We expect that the empirical results will be the basis for formulating and establishing an appropriate educational model for Macedonian managers, who would have corresponding knowledge, abilities and skills and thus comply with the requirements of the European economy.

Key words: psychological profile, leaders, globalisation, education

Nužnost reforme računovodstva, kao odgovor na ekonomsku krizu

Svjetska ekonomska kriza, koja je najprije zahvatila tržište nekretnina SAD-a, odakle se proširila na sve ostale dijelove svijeta, ukazala je na neophodnost reformi u svim oblastima. Jedna od oblasti u kojoj je potrebno izvršiti reforme je oblast računovodstva, kako bi se svim zainteresovanim korisnicima na vrijeme pružile potrebne informacije. Računovodstvo, kao jedan od glavnih stubova društva, može da ojača ili da oslabi povjerenje akcionara, institucionalnih investitora i kreatora ekonomske politike zemlje. S toga je neophodno da finansijske informacije budu tačne i pouzdane. Kako bi se ekonomske pojave, koje su nastale kao rezultat krize, a kakva je ekonomska stagnacija i smanjenje finansijskih sredstava, otklonile moramo poznavati uzroke njihovog nastanka i pojavne oblike. To je moguće primjenom jasno definisane ekonomske politike i računovodstvene regulative, koja se odvija po unaprijed definisanim i propisanim MRS i MSFI. U radu će se istaći uticaj koji finansijska kriza ima na računovodstvo u cjelini i na Međunarodne računovodstvene standarde.

Ključne riječi: finansijska kriza, računovodstvo, računovodstvena regulativa, Međunarodni računovodstveni standardi

The Necessity of Accounting Reforms, as a Response to the Economic Crisis

The global economic crisis which first gripped the housing market in the USA and later spread to other parts of the world pointed out to the necessity of the reforms in all areas. One of the areas where the reforms are necessary is accounting. These reforms are important for all interested users in a way that they provide them with all the necessary information at the right time. As one of the main pillars of society, accounting can strengthen or weaken the confidence of shareholders, institutional investors and economic policy makers of the country. Therefore, it is necessary that financial information is accurate and reliable. In order to eliminate the economic phenomena that have arisen as a result of the crisis, such as the economic stagnation and reduction of financial resources, we should find out the causes of their origin and manifestations. This is possible by using well-defined economic policies and accounting regulations, which is predefined and prescribed by IAS and IFRS. This paper highlights the impact of the financial crisis on accounting and the International Accounting Standards.

Key words: financial crisis, accounting, accounting framework, IAS, IFRS

Planiranje budućnosti (institucionalni aspekti) – moguće rešenje suvremene krize?

Globalna ekonomska kriza još nije završena. Glavne industrijsko razvijene zemlje su u dubokoj recesiji, a rast u zemljama u razvoju se dramatično usporava. Borba protiv globalne recesije ostaje prioritet, ali je jednako važno da se prepoznaju koreni ove krize i da se obrati pažnja na reformi globalnog sistema ekonomskog upravljanja. Zato, naše je duboko uverenje da sa »oživljavanjem« prakse makroekonomskog (indikativnog) planiranja u svetu može se očekivati da će uspešna kombinacija »nevidljive ruke« tržišta i »vidljive ruke« plana obezbediti racionalnije korišćenje proizvodnih faktora i dinamičniji razvoj nacionalne ekonomije. Bez namere da se obezbede kompletni odgovori, ovaj rad nudi prezentaciju iskustava na polju planiranja budućnosti (institucionalni aspekti) u nekim zemljama članica EU i pokušava da definiše neke osnovne preporuke za primenu sistema makroekonomskog indikativnog planiranja u Republici Makedoniji, kao potencijalnu buduću zemlju – članicu EU.

Ključne reči: planiranje, budućnost, institucionalni aspekti, zemlje EU, Republika Makedonija

Planning the Future (Institutional Aspects) – a Possible Solution to the Contemporary Crisis?

The global economic crisis has yet bottomed out. The major industrial economies are in a deep recession, and growth in the developing world is slowing dramatically. Firefighting against the global recession remains the order of the day, but it is equally urgent to recognise the root causes for the crisis and embark on a profound reform of the global economic governance system. Hence, it is our deep belief that with the revival of the practice of macroeconomic indicative planning (planning) throughout the world, one can expect that the successful combination of the »market's invisible hand« and the »plan's visible hand« will provide a more rational utilisation of the production factors and more dynamic economic development of the national economy. Without claiming to provide exhaustive answers, this paper offers presentation of the experiences in the field of planning the future (institutional aspects) in some EU-member countries and tries to make some basic recommendations for the implementation of a system of macroeconomic indicative planning system in the Republic of Macedonia, as a perspective EU candidate country and potential future EU member state.

Key words: planning, future, institutional aspects, EU countries, Republic of Macedonia

Unija inovacij in inovacijska dejavnost Slovenije

Evropska unija se zaveda, da so inovacije nepogrešljive za konkurenčnost podjetij in gospodarstva, saj vse nove zamisli zagotavljajo dodano vrednost in omogočajo nove vire rasti. Zato je pametna rast oz. razvoj gospodarstva, ki temelji na znanju in inovacijah, postala eno od glavnih, če ne najpomembnejše, prednostno področje strategije Evropa 2020. Z »Unijo inovacij« želi gospodarstvo EU izboljšati okvirne pogoje in dostop do finančnih sredstev za raziskave in inovacije v Evropi ter s tem doseči, da se inovativne zamisli lahko spremenijo v proizvode in storitve, ki omogočajo gospodarsko rast in zagotavljajo nova delovna mesta. Tudi slovenska ekonomska politika se trudi izboljšati učinkovitost inovacijskega delovanja. V prispevku je predstavljena metodologija IUS, ki omogoča relativno ovrednotenje položaja Slovenije, ostalih držav članic EU in najbolj inovativno razvitih držav, kot sta ZDA in Japonska.

Ključne besede: EU, inovacije, učinkovitost, metodologija IUS

Innovation Union and Innovation Activity of Slovenia

The European Union has realised that innovation is crucial for the competitiveness of companies and economies, since new ideas ensure added value and new sources of growth. Therefore, smart growth or the development of an economy based on knowledge and innovation has become one of the top, if not the number-one priority of Europe 2020. By »Innovation Union«, the EU economy wants to improve the framework conditions and access to funds for research and innovation in Europe and thus ensures that innovative ideas are turned into products and services that create growth and jobs. The Slovene economic policy also strives to improve the efficiency of innovation activity. This paper presents the IUS methodology, which allows the evaluation of the relative position of Slovenia, other EU countries and the most innovative developed countries, such as the USA and Japan.

Key words: EU, innovation, innovation performance, IUS methodology

Reševanje gospodarske krize in podjetniške priložnosti v Sloveniji

Gospodarska kriza je čas, v katerem lahko podjetja z lastnim razvojem in zaželenimi proizvodi na trgu uspevajo – tudi takrat, ko so razmere najbolj zaostrene. Ali je politična oblast ključna ali je bančni sektor odločilen, je po mnenju avtorja sekundarno vprašanje, saj se podjetja obnašajo razvojno in izberejo okolje, ki je zanje najboljše. To pomeni, da morata biti politika in bančni sektor le podpora podjetjem; to je edina servisna vloga, ki jo ima voljena oblast. Če ni strategije, ki bi bila na daljši rok opazna, je sprenevedanje podjetij večje, odliv znanja in kapitala v bolj zaželena mesta pa neizbežen. Globalna kriza je tako preizkus državne strategije. Normalno je, da se nekatera področja in odločitve izkažejo kot slabe, vendar ne vse. In prav tiste dobre, uspešne plati, je treba pospremiti z absolutnim odobravanjem in najširšo družbeno podporo. Avtor bo v prispevku razmišljal o možnostih izhoda iz gospodarske krize glede na stanje v nekaterih primerljivih evropskih državah in nadaljeval z razmišljanjem o rezultatih večkriterijske analize, ki razkriva nekatere trende razvoja slovenskega gospodarstva in podporo tem rešitvam s strategijo v naslednjih nekaj letih.

Ključne besede: gospodarska kriza, strateški razvoj, podjetniške priložnosti, večkriterijska analiza

Solving the Economic Crisis and Entrepreneurial Opportunities in Slovenia

The economic crisis is a time when companies can thrive on the market with their own development and desirable products – even if circumstances are difficult. Whether the political power and influence or the banking sector plays a decisive role is, in the author's opinion, a secondary issue, since companies strive to develop and thus choose an environment that is best for them. This means that both the politics and the banking sector are only support to companies; this is the only service provided by the elected government. If there is no strategy that would be clear in the long term, the ignorance of companies is greater and the outflow of expertise and capital to more desirable places is inevitable. The global crisis is a test of the national strategy. It is normal that some areas and decisions turn out to be bad, but not all. And the good, successful ones should be absolutely approved and extensively support by the society. The author of the paper deals with the possibilities of solving the economic by comparing the situation in similar European countries, and continues with a discussion about the results of a multi-criteria analysis which reveals certain trends in the development of the Slovene economy and support to these solutions with a strategy in the next few years.

Key words: economic crisis, strategic development, business opportunities, multi-criteria analysis

Vloga in pomen etike in družbene odgovornosti v menedžmentu

V preteklosti uveljavljeni vzorci za usmerjanje, upravljanje in vodenje organizacij v 21. stoletju ne zadoščajo več. To dokazuje tudi velika gospodarska kriza, s katero se soočamo danes. 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 osebni 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. Gospodarska uspešnost je sicer temelj, brez katerega menedžer ne more prevzeti nobenih drugih obveznosti, vendar pa ni njegova edina obveznost. Prevzeti mora tudi polno odgovornost za svoj vpliv na zaposlene, okolje, stranke. To je njegova družbena odgovornost. Menedžer je odgovoren ne le delničarjem, pač pa celotnemu spletu deležnikov, je torej zavezan, da se odgovorno obnaša do širšega okolja, pravzaprav do vsega, česar se dotakne. Njegove odločitve morajo biti etične in moralno sprejemljive za vse, skratka, sloveti mora kot etičen vodja. To pa je odvisno od tega, kako ga drugi (celotno okolje) zaznavajo in sprejemajo z moralnega vidika.

Ključne besede: menedžerji, etika, morala, družbena odgovornost

The Role and Importance of Ethics and Social Responsibility in Management

In the 21st century, the valid patterns from the past are no longer sufficient in managing organisations. After all, that can be proved by the big economic crisis which we are dealing with today. 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 management a totally different response than they have been used to so far. Today's managers should introduce completely new concepts if they want to run contemporary organisations effectively. Even though economic success is the basis without which a manager cannot meet any other obligations, this is not the only obligation. Each manager has to take full responsibility for their influence on employees, the environment and customers. It is their social responsibility. The manager not only owes (is duty-bound to) shareholders, but the whole network of stakeholders, to act responsibly towards the wider environment, actually toward anything they touch. Therefore, their decisions should be ethical and morally acceptable for a wider social environment, meaning they have to be ethical leaders. Being an ethical manager requires developing a reputation for ethical leadership. Developing a reputation for ethical leadership depends upon how others perceive the leader on two dimensions: as a moral person and as a moral manager.

Key words: manager, ethics, morality, social responsibility

Kontinuirano učenje i razvoj

Kontinuirano učenje i razvoj pojedinaca ima strateški značaj za sve organizacije, pa samim tim i celokupnu ekonomiju. Svi pojedinci imaju potrebu da uče i da se razvijaju a sticanje višeg nivoa znanja postalo je imperativ savremenih organizacija. Shodno tome, organizacije sve više investiraju u znanje svojih zaposlenih. Moderni svet je svet informacija, znanja i kreiranja organizacija koje uče. Takođe, viši nivo znanja omogućuje pojedincu da uveća svoje intelektualne kapacitete, pa da se samim tim bolje prilagodi okruženju u kome funkcioniše. Sa druge strane, globalna konkurencija, brze i stalne promene, nameću potrebu za stalnim usavršavanjem kako bi pojedinac obezbedio mogućnost boljeg zaposlenja u gotovo nepredvidivom okruženju. Ishodi procesa učenja rezultiraće promenom načina razmišljanja, promenom načina na koji individua vidi sebe (i svet oko sebe), promenom koncepta ličnosti, kao i načinom na koji će odgovoriti na promene u određenom okruženju. Dakle, učenje i razvoj su značajno iskustvo kako za pojedinca tako i za organizaciju. Svaka organizacija treba da definiše potrebe za učenjem i treniranjem svojih zaposlenih. Takođe, veoma je važno odlučiti koji metod će se koristiti u datim, specifičnim situacijama. Postoje metodi učenja van posla, koji obično podrazumevaju dodatno obrazovanje i pohađanje odgovarajućih kurseva. Edukacioni kursevi obično vode sticanju diplome mastera iz oblasti menadžmenta i biznisa. Takođe, tu su i metodi učenja na poslu, kao što su treniranje i podučavanje, mentorstvo, saradnja među kolegama, rad na sopstvenom razvoju, učenje kroz akciju, ugovori o učenju, učenje na daljinu i dr.

Ključne reči: učenje, razvoj, organizacije, okruženje, trening

Learning and Development

The continuous learning and development of individuals are crucial and of strategic importance to organisations and thus the overall economy. Every individual have a need to learn and develop, whereas high skill levels are imperative of contemporary organisations. According to that, organisations invest in their employees in terms of learning and development. A modern world is a world of information, knowledge and learning societies. Increased knowledge and improved skills improve the intellectual capacity of individuals to adapt to the environment and change it. On the other hand, global competition as well as fast and continuous change will force individuals to learn and develop in order to increase their employability in a completely uncertain world. The outcomes of a person's learning and development process will change their way of thinking, the way they see themselves, their self-concept and self-esteem and their ability to respond to and make their way in a particular environment. Therefore, learning and development are significant experiences for individuals and organisations. Every organisation should identify learning and training needs of their employees. In addition, it is very important to decide which method of learning is best to use in a given situation. There are off-job methods of learning, meaning further training and relevant courses. Educational courses undertaken during a career are frequently done on a part-time basis leading to a diploma or master's degree in the field of management or business. In addition, there are consultancy courses. Learning on the job includes manager coaching and teaching, mentoring, peer relationships, self-development, self-development groups, action learning, learning contracts as well as distance and e-learning.

Key words: learning, development, organisations, environment, training

Ljudski kapital, strategija krosvergencije i socio-ekonomsko okruženje EU

Ljudski kapital kao paradigma globalnih procesa u EU i njenom socio-ekonomskom okruženju, čini okosnicu krupnih društveno-političkih i ekonomskih promjena. Stoga motivacija ka promjenama predstavlja važnu strategiju uključivanja u socio-ekonomski prostor EU. »Gordijev čvor tranzicije« predstavljaju promjene u motivaciji ljudskog kapitala i uspješan put ka uključivanju u EU. Promjene su naročito vidljive u strategiji obrazovanog sistema i rezultat su procesa tranzicije, krupnih društveno-političkih promjena u zemljama postsocijalističkog uređenja, te snažnog uticaja međunarodne zajednice. Najprihvatljiviji model promjena obrazovnog sistema je model krosvergencije. U tom kontekstu dobijeni rezultati istraživanja percepcije radne efikasnosti nastavnika u obrazovnom sistemu, realizovanog na uzorku 1150 učenika u BiH (motivacija, samoeфикаsnost, opšta i emocionalna inteligencija), pokazuju važnost ljudskog kapitala i potrebu promjene u strategiji obrazovanja.

Ključne riječi: ljudski kapital, strategija krosvergencije, EU

Human Capital, Crossvergence Strategy and Socio-Economic Environment in the EU

Human capital as a paradigm of global processes in the EU and its socio-economic environment is the backbone of major socio-political and economic changes. Therefore, the motivation for change is an important strategy for inclusion in the socio-economic area of the EU. Changes in the motivation of human capital and a successful path towards joining the EU present the »Gordian knot of transition«. These changes are especially visible in the strategy of the educational system and are the result of the transition process, the major socio-political changes in the countries of post-socialist systems and the strong influences of the international community. The most acceptable model of change of the educational system is a crossvergence model. In this context, the research results of the perception of work efficiency of teachers in the educational system, which included a sample of 1150 students in Bosnia and Herzegovina (motivation, self-efficacy and general emotional intelligence), demonstrate the importance of human capital and the need to change the education strategy.

Key words: human capital, strategy of crossvergence, EU

Globalizacija, koevolucija zaštite radne i životne sredine – osnovna paradigma savremene radne motivacije čoveka

Životna i radna sredina predstavljaju svojevrsno jedinstvo uslovljeno čovekovim životnim okruženjem i specifičnostima njegovog stvaralaštva. Radna sredina u kojoj čovek vrši radnu delatnost je i deo njegove životne sredine. Međutim, saznanje o njihovoj međusobnoj uslovljenosti i povezanosti sa stanovišta kvaliteta njihovih komponenti koje obezbeđuju očuvanje uslova života čoveka i zaštitu njegovog integriteta kao bio-socio-psihološkog bića je relativno novijeg datuma i na određen način povezano i sa saznanjima, potrebi i mogućnostima koevolucije prirode i društva. To saznanje je civilizacijska tekovina i od velikog značaja za progresivno usmeravanje društvenog razvoja.

Ključne reči: globalizacija, paradigma, integritet, čovek, koevolucija

Globalisation, Coevolution of the Protection of Working and Living Environments – the Basic Paradigm of Modern Work Motivation of an Individual

Working and living environments are special and unique, depending on an individual's environment and the specific features of his or her creativity. The working environment in which the individual works is part of his or her living environment as well. However, knowledge about their mutual dependence and connection from the viewpoint of the quality of their components which ensure the conditions for the individual's life and maintain his or her integrity as a bio-socio-psychological being is a relatively new concept and, to a certain extent, connected with the knowledge, needs and possibilities of the coevolution of nature and society. This knowledge is civilizational heritage and of great importance for a gradual direction towards the development of a society.

Key words: globalisation, paradigm, integrity, individual, coevolution

Elena Marulc, mag.

Institut za turizem in marketing, Celje

(Ne)pripravljenost slovenskega zdravstvenega turizma na ISO 26000

Oktober 2013 bo v slovensko zakonodajo implementiran evropski zakon o pravicah pacientov na področju čezmejnega varstva, zato lahko v Sloveniji pričakujemo povečan razvoj zdravstvenega turizma. Tuji pacienti bodo pričakovali storitve v skladu s trendi, na kakršne so navajeni v drugih evropskih državah. Eden izmed teh je tudi družbena odgovornost in standard družbene odgovornosti ISO 26000. V raziskavi med 102. vodstvenimi delavci v zdravstvenih in turističnih organizacijah smo zato preverili stanje na področju družbene odgovornosti in (ne)pripravljenost organizacij na uvedbo ISO 26000. Analiza 46 kazalnikov v okviru sedmih ključnih vodil standarda med anketiranimi je pokazala nepoznavanje standarda in neskladnost stanja v organizacijah s kazalniki standarda družbene odgovornosti. Med vsemi ključnimi vodili standarda so kazalniki najbolj skladni z vodilom o potrošnikih, najmanj pa z vodilom o družbeno odgovornem organizacijskem upravljanju. Razlike med odgovori zdravstvenih in turističnih vodstvenih delavcev se ne razlikujejo. Na osnovi analize ugotavljamo, da bodo v zdravstvenih in turističnih organizacijah pred uvajanjem ISO 26000 potrebne številne spremembe in raziskave.

Ključne besede: zdravstveni turizem, družbena odgovornost, ISO 26000

(Un)preparedness of Slovene Medical Tourism for ISO 26000

In October 2013, Slovene legislation will implement the European Patient Rights Act in the field of cross-border care; thus, we can expect increased development of medical tourism in Slovenia. Foreign patients will expect services in accordance with trends they are familiar with in other European countries. One of the trends is social responsibility and the Social Responsibility Standard ISO 26000. Thus, research among 102 managerial staff in medical and tourist organisations examined conditions in the area of social responsibility and the (un)preparedness of organisations for the implementation of ISO 26000. The analysis of 46 indicators within the framework of seven key guidelines of the Standard among respondents indicated insufficient knowledge of the Standard and non-compliance of state of organisations with indicators of the Social Responsibility Standard. Among all the key guidelines of the Standard, indicators are the most compliant with the guideline for consumers and the least compliant with the guideline on socially responsible organisation management. There are no differences among the replies of medical and tourist managerial staff. Based on the analysis, numerous changes and research studies will be necessary prior to the implementation of ISO 26000 in medical and tourist organisations.

Key words: health tourism, social responsibility, ISO 26000

Engleski jezik u školi – primer saradnje među kulturama

Autor rada ukazuje na potrebu permanentnog učenja engleskog jezika kao stranog u školama s ciljem promovisanja lingvističkog bogatstva i različitosti kulture. Povećanje višejezičnosti u školama ili na studijama, kao i tokom celog života, doprinosi bogaćenju identiteta naroda kome recipijent pripada. Da bi se u tome uspelo bitna je slika kulture učenika koji uče strani (engleski) jezik i spremnost da se uoče specifičnosti međuodnosa dveju kultura. Na višim nivoima učenja stranog jezika pomera se nivo kompleksnosti jezičkih, kulturnih i opšte civilizacijskih sadržaja. Upoznavanje kulture u dijalogu bitan je element bez kojeg ne može funkcionisati učenje engleskog jezika u školama globalnoga sistema. Uzimamo primer serijala romana za decu Džoane Rouling Hari Potter koji je preveden na više od šezdeset jezika i filmovan.

Ključne reči: Engleski jezik, škola, saradnja, dijalog, učenik-student

English Language in School – an Example of Cooperation among Cultures

The author indicates the need for permanent learning of English as a foreign language in schools with the goal to promote linguistic wealth and cultural differences. The increasing multilingualism in schools or universities, and throughout life, contributes to the enrichment of identity of the nation that the recipient belongs to. If this is to be successful, the image of culture of the students who learn a foreign (English) language is very important as well as the readiness to notice the specificities of interrelations between two cultures. At higher levels of foreign language learning, the complexity level of linguistic, cultural and general civilisational contents is raised. Finding out about culture in a dialogue is an important element for functioning of English language learning in schools of the global system. We take the example of the series of novels for children about Harry Potter by Joanne Rowling which were translated into more than sixty languages and were also put on the big screen.

Key words: English language, school, cooperation, dialogue, pupil-student

Dejavniki, ki vplivajo na raven pripadnosti zaposlenih

Pripadnost zaposlenih prispeva k večji konkurenčni prednosti podjetja. Strokovnjaki s tega področja poudarjajo, da so zaposleni največji kapital in največje bogastvo podjetij in da je zadovoljstvo za zaposlenega največ, kar si le-ta lahko želi pri opravljanju svojega dela. Iz tega sklepamo, da je le zadovoljen zaposleni lahko uspešen in učinkovit, posledica tega pa je, da je le zadovoljen zaposleni tudi lojalni in pripaden podjetju. Ni pa vedno tako. Zaposleni je lahko uspešen, učinkovit in zadovoljen s svojim delom, ni pa pripaden. Interes za doseganje zadovoljstva je dvostranski, za doseganje pripadnosti pa enostranski. Pripadnost zaposlenih organizaciji je veliko težje doseči kot njihovo zadovoljstvo pri delu. V prispevku predstavljamo mnenja redno zaposlenih o dejavnikih, ki vplivajo na raven njihove pripadnosti. Ugotovili smo, da imata največji vpliv na pripadnost zaposlenih redna plača in zanesljivost zaposlitve. Med manj vplivnimi dejavniki pa izstopata delovna doba in dobra plača.

Ključne besede: zaposleni, zadovoljstvo, lojalnost, pripadnost

Factors that Influence the Level of Employee Loyalty

Employee loyalty contributes to improving the competitive advantage of a company. Experts in this field point out that employees are the greatest capital and wealth of a company. They also emphasise that it is satisfaction that employees want in performing their work. Therefore, we can conclude that only a satisfied employee can be successful and efficient, which leads to the fact that only a satisfied employee can feel as a member of and be loyal to a company. However, this is not always the case. Employees can be successful, efficient and satisfied with their work, but they are not loyal. There is bilateral interest in achieving satisfaction, whereas there is unilateral interest in achieving loyalty. It is much more difficult to achieve employee loyalty than employee satisfaction with their work. The article presents opinions of full-time employees about factors that influence the level of their loyalty. We have also established that the greatest influence on employee loyalty is exerted by the following two factors: a regular salary and the reliability of employment. Among the least influential factors regarding loyalty are years of service and a good salary.

Key words: satisfaction, loyalty, membership

Medsebojni odnosi in stopnja zaupanja v organizaciji

Ko se v neki organizaciji zaposlimo, kmalu postanemo del njene socialne mreže, njihovega vedenja, izkušenj in vrednot. Da lahko kar najbolje delujemo na delovnem mestu, je treba ustvariti prijetne, zmožljive in zaupne vezi, ker le z zaupanjem lahko izboljšamo organizacijsko kulturo, gradijo se nova poznanstva, povečuje se kakovost dela, zmanjšujejo se stroški, zato se v organizaciji bolje počutimo, to pa privede do celovitejših izhodišč v delovnem procesu. Problem današnjega časa je, da je zaupanja vse manj in ga je tudi težko obdržati. Na to vpliva vse več dejavnikov, ki prizadenejo zaposlene, zato zaupajo le še sebi, čedalje manj pa sodelavcem in organizaciji, ki jim ponuja zaposlitev. Brez zaupanja, dobrih medsebojnih odnosov in ustrezne komunikacije organizacija težko doseže pričakovane rezultate, saj ne more vzpostaviti ustreznega in uspešnega tima, dobrih delovnih pogojev in moči organizacije. Organizacije morajo delovati tako, da zaposlene motivirajo, jih vzpodbujajo, jim nudijo možnost, da pokažejo svoje sposobnosti in ustvarjalnost, tako se omogoči več zadovoljstva, boljšo komunikacijo in boljše delovne pogoje.

Ključne besede: organizacije, zaposleni, zaupanje, komunikacija, sodelovanje, motivacija

Mutual Relations and the Level of Trust in an Organisation

When you are employed with an organization, you soon become part of their social network, behavior, experiences and values. In order to do a good job in the workplace, it is necessary to establish pleasant, effective and confidential ties, since trust can improve the organisational culture, build new mutual relations, improve the quality of work and reduce costs, which increases satisfaction at work and, consequently, leads to more comprehensive starting points in the work process. Today's problem is that there is less trust and it is also difficult to maintain it. This is caused by numerous factors that affect employees, due to which they only trust themselves and fewer and fewer co-workers and the organisation that offers them a job. Without trust, good mutual relations and appropriate communication, an organisation finds it difficult to achieve the expected results, since it fails to create an appropriate and successful team, good working conditions and the strength of the organisation. Therefore, organisations should work so that they motivate employees, encourage them, offer them an opportunity to show their skills and creativity in order to feel more satisfaction, have better communication and thus create better working conditions.

Key words: trust, relationships, communication, cooperation, motivation

Globalizacija, postmodernizam i vrijednosti obrazovanja: pristupi i implementacija u nacionalnom kontekstu

U radu se kritički promišljaju vrijednosti obrazovanja iz perspektive globalizacijske obrazovne politike i perspektive postmodernizma. Vrijednosti u smislu globalnih i nacionalnih te personalnih i socijalnih prioriteta. Vrijednosti kao svojstveni oblik perskriptivne i restriktivne regulacije na socijalnoj, globalnoj razini ili vrijednosti kao deregulacija u smislu tvorbe značenja interakcijom znanja, mišljenja i praksi o vrijednostima obrazovanja. Riječ je o diskursivnoj tvorbi opće perspektive razumijevanja, predviđanja i prakticiranja vrijednosti obrazovanja. Tijekom godina suradnje europskih zemalja u području obrazovanja razvijala se svijest o ostvarivanju europskog zajedništva, što je s vremenom preraslo u ideju europske dimenzije u obrazovanju. Postoje različita poimanja njenog nastanka i definiranja te oblika primjene i provedbe. Visoko obrazovanje u Hrvatskoj posljednjih godina prolazi kroz značajan proces reforme u skladu s Bolonjskim procesom koji je donio brojne važne promjene u sustavu visokog obrazovanja. U radu se navodi o kojim se promjenama radi te kojim mjerama Hrvatska treba udovoljiti kako bi osigurala uspješnu provedbu Bolonjskog procesa.

Ključne riječi: vrijednosti, obrazovanje, globalizacija, postmodernizam, visoko obrazovanje

Globalisation, Postmodernism and the Values of Education: Approaches and Implementation in the National Context

In this paper, educational values are critically reflected upon from the perspective of the global education policy of and the postmodern perspective. Values are thought about in the sense of global and national, as well as personal and social priorities. They are also considered as a prescriptive and restrictive regulation on the social, global level, or as a deregulation, in the sense of producing meaning through the interaction of knowledge, reasoning and practices of educational values. The paper deals with a discursive formation of a general perspective of understanding, predicting and practicing values of education. During the years of cooperation of the European countries in the field of education, the awareness of accomplishing a European community developed. This awareness eventually developed into an idea of the European dimension in education. There are different beliefs regarding its development, definition and the way it is applied and implemented. In recent years, higher education has carried out significant reforms in line with the Bologna process, which has brought many important changes in higher education. The paper provides information on changes and measures that Croatia has to implement in order to ensure successful implementation of the Bologna process.

Key words: values, education, globalisation, postmodernism, higher education

Lideri novog doba organizacije koja uči

Pored već dobro poznatih kvaliteta koje se očekuju od svih lidera, na popisu kvaliteta lidera organizacije koja uči posebno se ističe sposobnost pronalazjenja pravog puta u kompleksnih zbivanjima novog doba. Živimo u vremenima kušnje za lidere organizacija koje uče. Biti lider novog doba zahtjeva budućnost utemeljenu na vrijednosti, principe i filozofiju potrebne za ispravno vođenje u ovim nemirnim vremenima, osobito za područje gdje tranzicija još uvijek traje. U radu će se istražiti kako upravljati talentima koji će se iz organizacije koja uči stvoriti te postati lideri novog doba. Dotaknut će se i novih trendova u leadershipu, odnosno vođenju u sasvim novom svjetlu i okruženju. Zbog nedostatka kvalitetnih lidera u svijetu i dinamike promjena u načinu razmišljanja, javlja se velika potreba za njihovim otkrivanjem, podržavanjem, ojačavanjem i odgojem. Lideri novoga doba željni su učenja, voljni isprobavanja novih pristupa, gladni uspješnih metoda i ideja.

Ključne riječi: organizacija koja uči, lideri, uspješne metode, novi trendovi

New Age Leaders of Learning Organisations

Besides the well-known qualities that are expected of any leader, the list of qualities that leaders need to have in learning organisations is long, but one stands out in particular: the ability to find your way in a new era of complex events. We live in times of temptation for leaders of learning organisations. Being a new age leader demands the future based on the values, principles and philosophy necessary for the proper conduct in these troubled times, especially in the area where the transition is still ongoing. This paper explores how to manage talent in a learning organisation to become a new age leader. It also examines new trends in leadership. There is an apparent need for a new kind of leader, hence the needs to research how to find, support, nourish and educate the leaders of the new era. The leaders of the new era are eager to learn, willing to try new approaches and hungry for successful methods and ideas.

Key words: learning organisation, leaders, successful methods, new trends

Dr. Radmila Nikolić

Univerzitet u Kragujevcu, Učiteljski fakultet u Užicu

Dr. Vera Ž. Radović

Univerzitet u Beogradu, Učiteljski fakultet u Beogradu

Skriveni kurikulum – ima li razloga za brigu?

Skriveni kurikulum ima svako društvo u svim segmentima obrazovanja. Različite nauke (sociologija, psihologija, pedagogija) sa velikim interesovanjem prate fenomen skrivenog kurikuluma. Za razliku od pojmovno-terminoloških dilema koje izaziva pojam »kurikulum«, predstavnici navedenih nauka nemaju dilemu kada određuju pojam »skriveni kurikulum«. Uglavnom je prihvaćeno da skriveni kurikulum obuhvata određene stavove, vrednosti, verovanja, ponašanja, aktivnosti i dr. koja nisu deo javnog ili formalnog kurikuluma baziranog na nastavnim sadržajima, koja nisu propisana u zvaničnoj školskoj dokumentaciji niti se eksplicitno izgovaraju u školskoj praksi. Cilj rada jeste da se ukaže na probleme otkrivanja mehanizama delovanja skrivenog kurikuluma koje bi omogućilo predupređivanje njegovih negativnih efekata na učenike, poput »slepe« poslušnosti autoritetu, prihvatanje stereotipa i dr. Autori zaključuju da skriveni kurikulum »zalazi u sve pore školskog života«, te da je njegove oblike pojavljivanja i mehanizme delovanja teško kvantitativno istraživati. Postoji potreba da se uspostavi (ili bar da se teži njegovom uspostavljanju) vrednosno koherentni sistem u životu škole u okviru koga će učenici pronaći argumente i biti osposobljeni da na osnovu tih argumenata kritički preispituju određene stavove, verovanja, postupke i ponašanja.

Ključne reči: skriveni kurikulum, implicitna pedagogija, škola, učenici, osnovnoškolski udžbenik

Hidden Curriculum – Is There Any Reason for Concern?

Every society has a hidden curriculum in all the aspects of education. Different sciences (sociology, psychology and pedagogy) follow the phenomenon of hidden curriculum with great interest. Unlike the conceptual and terminological dilemma caused by the term »curriculum«, the representatives of these sciences have no dilemma about determining the term »hidden curriculum«. Generally, the hidden curriculum includes certain attitudes, values, beliefs, behaviors and other activities that are not part of a public or formal curriculum based on the syllabus, which were not included in official school documents or explicitly uttered in practice. The aim of this paper is to highlight the problems of discovering the mechanisms of the hidden curriculum that would allow the prevention of its negative effects on students, such as »blind« obedience to authority, acceptance of stereotypes and others. The authors conclude that the hidden curriculum is incorporated into »all aspects of school life«, and that it is difficult to research its occurrence forms and mechanisms of action. There is a need to establish (or at least to pursue its establishment) a coherent system of values in the life of the school in which the students will find the arguments and be able to critically reconsider certain attitudes, beliefs, practices, behaviors and so on, based on these arguments.

Key words: hidden curriculum, implicit pedagogy, school, students, primary school textbook

Vpliv zaupanja na medsebojne odnose med zaposlenimi v MSP v Novem mestu

Zaupanje je beseda, s katero se danes srečujemo na vsakem koraku in katere pomembnost poudarjajo vsi: mediji, politika, gospodarstveniki, zaposleni, predpostavljeni, poslovni partnerji. Strokovnjaki, ki se ukvarjajo s preučevanjem zaupanja, mu pripisujejo izredno velik pomen v današnji globalni družbi. Zaupanje je nevidna vez, ki omogoča, da zaposleni v organizacijah delajo skupaj, in je eden najpomembnejših elementov za medsebojne odnose v organizaciji. Na eni strani je pomembno zaupanje med samimi zaposlenimi v organizaciji in v razmerju zaposleni – predpostavljeni, na drugi strani pa je prav tako pomembno zaupanje med organizacijami in v celotni družbi. V prispevku je predstavljena raziskava o vplivu zaupanja na medsebojne odnose med zaposlenimi v mikro in majhnih podjetjih na območju Novega mesta. Majhna in srednje velika podjetja, ki se jih označuje s kratico MSP, so pogon in prihodnost slovenskega in evropskega gospodarstva. Predstavljajo več kot 95 % vseh podjetij in nudijo delo velikemu številu zaposlenih. V teh podjetjih mora biti zaupanje na visoki stopnji in medsebojni odnosi trdni, da bodo podjetja in tudi zaposleni uspešni, učinkoviti, inovativni in usmerjeni v nadaljnji razvoj.

Ključne besede: zaupanje, medsebojni odnosi, zaposleni, MSP

The Influence of Trust on Mutual Relations among Employees in SMEs in Novo mesto

Trust is a word we meet today at every step and whose importance is emphasised by everybody: the media, politicians, economists, employees, managers, business partners. Experts who research trust consider it vital in our global society. Trust can generally be defined as an invisible tie which enables the employees in organisations to cooperate and is one of the most important elements for mutual relations in an organisation. On the one hand, there is trust among employees in an organisation and between employees and managers and, on the other hand, there is trust among organisations and the society as a whole. I present a research study on the influence of trust on mutual relations among employees in micro and small enterprises in the Novo mesto region. Micro, small and medium-sized enterprises, marked by the abbreviation SME, represent the power and future of Slovene and European economies. They make up more than 95 % of all enterprises and offer work to a high number of employees. In these enterprises, there should be a high level of trust and solid mutual relationships to make the companies and their employees successful, efficient, innovative and directed towards further steps of development.

Key words: trust, mutual relations, employees, SME

Koncept menadžmenta univerziteta u Istočnom Sarajevu

Rad se bavi istraživanjem ključnih karakteristika menadžmenta javnog Univerziteta u Istočnom Sarajevu. Loši rezultati u razvoju Univerziteta upućuju na traženje uzroka slabosti Univerziteta u neadekvatnom konceptu menadžmenta. Specifičnost Univerziteta kao javne organizacije ima vrlo značajan uticaj na poziciju menadžmenta Univerziteta koji nije adekvatno kontrolisan. S sistemi kontrole su ograničeni zbog specifičnog položaja univerziteta (autonomije) a snaga javnosti je nedovoljna da efikasno kontroliše menadžment i njegove rezultate. Uz sve to prisutni su brojni faktori koji polaze od vlastitih interesa kojima se rukovodstvo univerziteta primarno rukovodi pa do faktora lokalne tradicije, ideologije, specifične institucionalno kulturne osnove kao plodnog tla za praktikovanje autoritarnog koncepta menadžmenta. Uz sve to prisutna je vrlo jaka politizacija kompletnog ekonomskog i društvenog života u zemlji pa je i to teren koji menadžment maksimalno eksploatiše u cilju realizovanja vlastitih interesa. Sve to ide na štetu razvoja Univerziteta i uzaludnog trošenja javnih resursa.

Ključne riječi: menadžment univerziteta, upravljanje konfliktima, interesi, kolektivizam, autoritarnost

The Concept of Managing Universities in Eastern Sarajevo

The paper investigates the key characteristics of public management at the University of East Sarajevo. Poor results in the development of the University suggest seeking the causes of the weaknesses of the University regarding the inadequate management concept. The specific feature of the University as a public organisation has a very significant impact on the management of the University's position. The management of the University is not adequately controlled because control systems are limited due to the specific situation of universities (autonomy) and the power of the public is insufficient to effectively control the management and results. With regard to the aforementioned, there are numerous factors that are based on their own interests, which are primarily driven by the university leadership, and the factors of local traditions, ideologies, specific institutional cultural base as a fertile ground for practicing the concept of the authoritarian management. Given that, there is a very strong politicization of the entire economic and social life of the country, which is another area that the management fully exploits in order to realise their interests. All this is done at the expense of the development of the University and the waste of public resources.

Key words: university management, conflict management, interest, collectivism, authoritarianism

Razvijanje odgovornosti študentov zdravstvene nege na klinični praksi

Študenti zdravstvene nege se srečajo s pacienti in zdravstvenimi delavci v kliničnem okolju v drugem semestru prvega letnika. Nekateri že imajo izkušnje s prakso v kliničnem okolju, drugi še ne. Vsak prvi stik z realnostjo v zdravstvu je zelo pomemben, tako za študenta kot za paciente in zdravstvene delavce. Koliko odgovornosti se zavedajo študenti, ki vstopajo v svet skrbi za paciente? Kako se počuti študent, ki prvič pride na oddelek bolnišnice? Kako je sprejet s strani zdravstvenih delavcev in kako pri pacientih? Koliko delovnih nalog in katere so zaupane študentom? Na ta in še nekatera vprašanja smo skušali dobiti odgovore pri rednih študentih 2. in 3. letnika. Prevzemanje odgovornosti za opravljeno delo je del študijskega procesa na dodiplomskem študiju in je integrirano v vsak predmet zdravstvene nege. Uporabili smo neeksperimentalno in deskriptivno kavzalno metodo. V kvantitativni tehniki raziskave smo zbirali podatke z anketo za študente. Podatki so obdelani s statističnimi metodami ter razporejeni v frekvenčne in strukturne tabele s pomočjo programa SPSS. Na podlagi pregleda literature in anketnih vprašalnikov smo opravili strukturno analizo in interpretacijo dobljenih podatkov. Veljavnost vprašalnika je bila preverjena s faktorsko analizo, zanesljivost in analiza notranje konsistentnosti vprašalnika pa z izračunom Cronbachovega koeficienta alfa.

Ključne besede: odgovornost, študenti, klinično okolje, klinična praksa, zdravstvena nega

Developing Responsibility of Nursing Students in Clinical Practice

Nursing students meet with patients and health professionals in a clinical setting in the second term of the first year. Some already have practical experience in a clinical setting, whereas others do not. Each first contact with reality in health care is very important for students, patients and health professionals. How responsible are students who enter the world of patients? How does a student who comes to a hospital department for the first time feel? How is the student accepted by health professionals and patients? How many and what kind of tasks are entrusted to students? I tried to get answers to these some other questions in my research project. Assuming responsibility for the work performed is part of the study process at the undergraduate level of the nursing care programme and is integrated into every course of nursing care. Methods and techniques of research: I used non-experimental descriptive and causal methods. Using the quantitative research techniques, data was collected on the basis of student surveys. Interpretation of results: The data were processed using statistical methods and were inserted in frequency and structural tables using SPSS. Based on the literature review and the survey questionnaires, a structural analysis was made and the obtained data was interpreted. The validity of the questionnaires was verified by factor analysis. The reliability analysis and the internal consistency of the questionnaires were checked by calculating the Cronbach alpha coefficient.

Key words: responsibility, students, clinical environment, clinical practise, nursing care

Pomanjkanje prostih mest v vrtcih

Predšolska vzgoja je zelo pomembno in občutljivo področje tako z vidika otrok, katerih življenjski in socialni razvoj se začne v vrtcu, kot tudi z vidika staršev, ki jim je z obstojem predšolske vzgoje omogočeno boljše usklajevanje poklicnega in družinskega življenja. Strokovni prispevek obravnava vrtce kot del javnih služb, ki sicer zajemajo veliko širše področje, kot so izobraževalni zavodi. Javni in zasebni vrtci so del izobraževalnega sistema, ki spada med javne službe, njihovo organizacijo pa ureja več zakonov in podzakonskih aktov. Najpomembnejši so Zakon o vrtcih, Zakon o organizaciji in financiranju vzgoje in izobraževanja ter Zakon o uveljavljanju pravic iz javnih sredstev. Strokovno podlago za delo v vrtcih pa predstavlja Kurikulum za vrtce, ki je nacionalni dokument. Zagotavljanje predšolske vzgoje je ena izmed temeljnih nalog lokalnih skupnosti, zato javne vrtce ustanavljajo in financirajo občine. Prispevek v svojem jedru izpostavi problematiko, ki spremlja vpis otrok v vrtec oziroma pomanjkanje prostih mest. Mestna občina Novo mesto je ravno iz tega razloga in zaradi novele Zakona o vrtcih v letu 2011 sprejela Pravilnik o pogojih in kriterijih ter postopku sprejema otrok v vrtec.

Ključne besede: javni vrtci, zasebni vrtci, prostorski pogoji, vpis v vrtec, prosta mesta

Shortage of Available Places in Kindergartens

Pre-school education is a very important and sensitive issue for both – children whose life and social development begin in kindergarten, and their parents who with the existence of pre-school education are able to more easily combine professional and family life. This paper deals with kindergartens as part of public services, which are included in a much wider area, such as educational institutions. Public and private kindergartens are part of the educational system which belongs to the public service and their organisation is governed by a number of laws and by-laws. Among the most important ones are the Kindergarten Act, the Organisation and Financing of Education Act and the Exercise of Rights to Public Funds Act. The expert basis for the work in kindergartens is defined in the Kindergarten Curriculum, which is a national document. Providing early childhood education is one of the fundamental tasks of the local community, which is why public kindergartens are established and funded by municipalities. In its core, the paper exposes problems accompanying kindergarten enrolment as well as a shortage of available places. For this reason and because of the amendment to the Kindergarten Act, the Municipality of Novo mesto adopted the Rules on the Conditions, Criteria and Procedure for Admitting Children to Kindergarten in 2011.

Key words: public kindergarten, private kindergarten, spatial requirements, criteria for kindergarten enrolment, shortage of available places

Nove paradigme menadžmenta u savremenom bankarskom poslovanju

Cilj ovog rada je da ukaže na ulogu i značaj menadžmenta u savremenom bankarskom poslovanju, pri čemu će biti akcentat na funkciji kontrole, odnosno sistemu kontrole. Kontrola, odnosno kontrolisanje je jedna od najznačajnijih funkcija u okviru bankarskog menadžmenta. Ovo je posebno važno u uslovima globalne krize. Ako je bankarstvo prouzrokovalo globalnu svetsku finansijsku krizu, onda to još više pojačava značaj menadžmenta u bankarstvu. Bankarstvo je jedan od osnovnih stabilizirajućih faktora u smirivanju finansijske, odnosno globalne krize. Zbog toga su od izuzetne važnosti međunarodni standardi u bankarskom poslovanju i upravljanje rizicima u bankarstvu. Ako su međunarodni standardi definisani Bazelskim procedurama, a odnose se na očuvanje kapitala u bankama i na upravljanje rizicima, onda je logično da je kontrolisanje izuzetno važna funkcija u bankarskom poslovanju. Kontrolna funkcija u okviru bankarskog menadžmenta ostvaruje se kroz sledeće aktivnosti: postavljanje standarda, merenje, upoređivanje, ocenjivanje, korigovanje. Menadžment je, prema tome, elastični okvir za učenje i razumevanje načina na koji menadžer planira, organizuje, vodi kadrovsku politiku i kontroliše poslovanje banke.

Ključne reči: banka, kontrola, kontrolisanje, menadžment, standardi

New Paradigms of Management in Modern Banking

The goal of this paper is to point out the role and character of management in modern banking, whereby the focus is put on the function of control, or the system of control. Control or supervision is one of the most important functions within the scope of management in banking. This is especially significant under the conditions of the global crisis. If banking has caused the global financial crisis, this significantly increases the importance of management in banking. Banking is one of the basic stabilising factors in mitigating the financial or global crisis. For that reason, international standards in banking management and the management of risks in banking are of key importance. If the international standards are defined in the Basel process, which means retaining the capital in banks and managing risks, it is logical that supervision is an extremely important function in banking management. The function of control within the scope of management in banking is realised by the following activities: setting standards, measuring, comparing, assessing and correcting. Given that, management is a flexible framework for learning and understanding the way in which the manager plans, organises and implements the personnel policy as well as supervises the operations of the bank.

Key words: bank, control, supervision, management, standards

Mag. Barbara Rodica

Visoka šola za upravljanje in poslovanje Novo mesto

Dr. Boško Vojnovič, dr. Dejan Grujić

Visoka poljoprivredna škola, Šabac

Raziskovanje inovacijske aktivnosti v slovenskih podjetjih

V hitro spreminjajočem se globalnem okolju je inovativnost eden od temeljev konkurenčnosti podjetij. Za ustvarjanje uspešnega gospodarstva države je pomembno, da podjetja nenehno sistematično razvijajo nove tehnologije, proizvode, postopke, nenehno premišljeno in hitro uvajajo nove poslovne modele, obvladujejo nove poslovne povezave in trge. Na mobilnost njihovih investicij v raziskave in razvoj lahko vpliva možnost dostopa do trgov, ki so prijazni do inovacij. Za vzdrževanje in povečevanje inovacijske aktivnosti je pomembno tudi izboljševanje in uvajanje postopnih izboljšav, ki niso »nujno« velike investicije, pa tudi, kako in koliko vplivajo na inovativnost zaposleni v podjetju. Inovativnost je širok pojem, ki presega zgolj dimenzije razvoja proizvodov. Zanima nas, kaj spodbuja k inoviranju, kako poteka načrtovanje inovacijske aktivnosti v podjetju, zato smo izvedli kvantitativno raziskavo in raziskali različne vidike inovativnosti v slovenskih podjetjih.

Ključne besede: inovacija, inovacijska aktivnost, slovenska podjetja

Research of Innovation Activities in Slovene Companies

In a rapidly changing global environment, innovation is one of the foundations of the competitiveness of enterprises. In creating an innovative economy of the country, it is important that companies constantly systematically develop new technologies, innovative products, new processes, and constantly introduce new business models, manage new business relationships and markets. The mobility of their investment in research and development may be affected by access to markets, the existence of markets for new products and services and markets that are friendly to innovation. It is also important to improve and introduce incremental improvements that are not »necessary« substantial investments in order to maintain and increase innovation activity. In addition, it is important how and to what extent company employees influence innovation. We wish to emphasise that innovation is a broad concept, which is important at the national, regional, company or individual level, and goes beyond the dimensions of product development. We are interested in what stimulates invention and how innovation activities are planned in a company. For this purpose, we conducted a quantitative research and explored the different aspects of innovation in Slovene companies.

Key words: innovation, innovation activity, Slovene companies

DEAN – didaktika efektivne akademske nastave

U ovom se radu prezentira integralni model efektivne akademske nastave razvijan i testiran u toku prethodnih pet godina u nastavi na prvim i drugom ciklusu nastave Biznis Akademije Smilevski – BAS iz Skoplja. Koncipiran kao akcijsko istraživanje zasnovano na holističkom pristupu, ovaj model povezuje relacije između svih ključnih interesenata o obezbeđivanju sredine za efektivnu nastavu fokusiranu na studente: nastavnike, mentore i eksperete iz prakse, partnerske organizacije te studentsku administraciju. U radu se razmatraju samo opća, didaktička pitanja (odatle i akronim – DEAN kao Didaktika Efektivne Akademske Nastave) uzajamnog delovanja pomenutih interesenata sa nosiocima učenja: pojedinačnog studenta, studentske grupe (5-7 studentata za grupni rad u toku nastave) i nastavne grupe za plenarni rad (u Akademiji maksimum 21 studenata – 3 studentske grupe). Teorijski okvir ovog modela su nesporni zakoni i principi iskustvenog učenja, organizacijskog učenja, reflektivnog učenja i posebno grupne dinamike na nivou studentske i nastavne grupe. U radu, pored geneze i evolucija modela, prezentiraju se rezultati praćenja prakticanja ovog modela zaključno sa rezultatima trodnevne obuke za implementaciju ovog modela. Rad završava sa otvorenim pitanjima podizanja modela DEAN na nivou obaveznog nastavnog predmeta trećeg ciklusa studija.

Ključne riječi: didaktika, efektivna nastava, grupna dinamika, iskustveno i reflektivno učenje

DEAT – Didactics of Effective Academic Teaching

This paper presents an integral model of effective academic teaching developed and tested during the past five years in the teaching process of the first and second cycle of studies at the Business Academy Smilevski – BAS in Skopje. Considered as an action research based on a holistic approach, this model draws on the relations between all key stakeholders in the process of creating an effective teaching environment focused on the student: the faculty, mentors, field experts, partner organisations and student administration. This paper deals solely with the general didactic issues (hence the acronym DEAT, standing for Didactic of Effective Academic Teaching) of the mutual interaction between the abovementioned stakeholders and the carriers of learning: the individual student, the student team (5-7 students working in a group during exercises) and the student group as a whole (maximum of 21 students per student group in the Academy – which is divided into three student teams). The theoretical framework of this model consists of the concepts and principles of experimental learning, organisational learning, reflective learning and especially group dynamics at the level of student group. Apart from the model's genesis and evolution, this paper also presents the results of model implementation monitoring, as well as the results from the three-day training related to the implementation of this model. The paper ends with open issues regarding the introduction of the DEAT model as a compulsory subject at the third cycle of studies.

Key words: didactics, effective teaching, group dynamics, experimental learning and reflective learning

Prepoznavanje rane darovitosti dece mlađeg školskog uzrasta na primerima dramskih tekstova

U radu autor ukazuje na neophodnost praktične primene dramskih sadržaja kako bi se omogućilo doživljavanje radnje i junaka saglasno psiho-fizičkom formiranju dečje individualnosti. U tome veliku ulogu imaju odabrani kraći dramski ili dramatizovani tekstovi koji podstiču bogaćenje dečjeg rečnika, razvoj ukupne duhovne prirode deteta kroz komunikaciju sa tekstom preko akcije junaka. Ovakva jezička interakcija kroz dramsku radnju zadržava dečju pažnju, podstiče maštu, a vizuelnim elementima oslikava stvarne i imaginarne situacije. U takvim situacijama deca se motivišu na kreativnost, samoinicijativnost ispoljavajući na svoj način doživljaj scenskog izvođenja. To je dobar pokazatelj nastavniku u prepoznavanju sklonosti ka različitostima prijema scene i dramskog govora, jer detetu (recipijentu) treba približiti svetove njegovog iskustva kroz slike predmeta, pojava i junaka koje ono razume.

Ključne reči: prepoznavanje, darovitost, deca, školski uzrast, dramski tekstovi

Identifying the Giftedness of Lower Primary School Children on the Examples of Dramatic Texts

In this paper, the author emphasises the necessity of the practical application of dramatic contents in order to enable the experience of the action and heroes according to the psycho-physical formation of children's individuality. With regard to that, a major role is played by selected short dramatic and dramatised texts that expand children's vocabulary and stimulate a complete development of the child's nature through communication with the text through the actions of characters. Such linguistic interaction through dramatic action keeps children's attention, stimulates imagination and portrays real and imaginary situations with visual elements. In these situations, children get motivated to be creative and show initiative by expressing their experience of stage performance in their own way. It is a good indicator to a teacher in identifying the affinity for different reception of stage and dramatic speech, because the child (recipient) needs us to bring the worlds of his experience closer to him through the images of objects, phenomena and heroes that he understands well.

Key words: identification, giftedness, children, school age, dramatic texts

Vilma Smrekar Đokić
Univerzitetni klinični center Ljubljana
Dr. Jasmina Starc
Visoka šola za zdravstvo Novo mesto

Zadovoljstvo zdravstvenih delavcev s kadrovske funkcijo

Kadrovska funkcija je v organizaciji izvajana tako, da zagotavlja razvoj in uporabo ustreznih človeških zmožnosti in tako dosega zastavljene poslovne cilje. Prav zato nas je zanimalo, kako uspešna je kadrovska politika na Kliničnem oddelku za nevrokirurgijo, ki smo jo prikazali z analizo zadovoljstva zaposlenih in ob tem predlagali izboljšave. V raziskavi smo iskali odgovore na pet raziskovalnih vprašanj. V empiričnem delu smo uporabili anketni vprašalnik. Z metodo analize smo analizirali anketni vprašalnik. Želeli smo ugotoviti, kako zadovoljni oz. nezadovoljni so zaposleni na Kliničnem oddelku za nevrokirurgijo. Anketni vprašalniki so bili anonimni. Zaradi svetovne finančne krize so nekateri motivacijski elementi trenutno nedostopni, zato bi bilo glede na pozitivno vzdušje, ki velja na oddelku, smiselno razmisliti o drugih načinih motiviranja. Menimo, da bi morali izkoristiti pozitivno klimo in vključiti v postavljanje ciljev vse zaposlene ter izkoristiti njihov potencial in pripadnost oddelku.

Ključne besede: kadrovska funkcija, zadovoljstvo, motivacija, zdravstveni delavci

Satisfaction of Health Professionals with Staffing Function

The human resources function is implemented in an organisation to ensure the development and application of appropriate human capacity and thus achieve its business objectives. For that reason, we were interested in how successful the human resources policy is at the Clinical Department of Neurosurgery, which was demonstrated by the analysis of employee satisfaction and, at the same time, we made proposals and improvements. In this study, we sought answers to five research questions. In the empirical part, we used a questionnaire. We used a method of analysis by which we analysed the questionnaire. The aim of the survey questionnaire was to find out how satisfied or dissatisfied employers are at the Clinical Department of Neurosurgery. The survey questionnaires were anonymous. Due to the global financial crisis, some motivational elements are currently inaccessible; therefore, in view of the positive atmosphere in the department, it makes sense to consider other ways of motivating. We believe it would be necessary to use the positive atmosphere and invite all the employees to participate in setting targets and thus exploit their potential and loyalty to the department.

Key words: human resources function, satisfaction, motivation, health professionals

Uticaj operativnog menadžmenta i strategijskog menadžmenta ljudskih resursa na uspešno uvođenje inovacija u kompanijama

Svaka moderna ekonomija raste kroz inovacije kao osnovni koncept. Pretvaranje inovacije u uspeh zahteva dobro poznavanje lokalnih uslova poslovanja i posvećenost pristupu i opstanak na stranim tržištima. Inovacije su deo uspešne strategije i predstavljaju određeno oružje preduzeća i može se tumačiti kao promenu korišćenja vrednosti resursa da zadovolji sve potrebe potrošača. Inovacije u organizaciji rada imaju potencijal za optimizaciju poslovnih procesa u preduzećima i da se poboljša opšti doživljaj na radnom mestu. Sa stagnacijom inovacija stagniraju i investicije, obrazovanje i zapošljavanje. Cilj strateškog upravljanja ljudskim resursima je izgradnja sistema upravljanja ljudskim resursima koji promovise efikasnost, kvalitet, inovacije organizacija i potrebe potrošača koji su četiri podržavajući blokovi konkurentske prednosti. Operativni menadžment može pružiti kompanijama prednosti u procesu inovacija: da smanji troškove u proizvodnji proizvoda i usluga, da podigne prihode i da optimizuje investicije. Ove dve naučne discipline utiču na inovaciju da bude organizovana, sistematska i racionalna aktivnost koja se razvija uz pomoć njihovih principa i alata.

Ključne reči: operativni menadžment, strateško upravljanje ljudskim resursima, inovacija

The Impact of the Operations Management and Strategic Human Resource Management on the Successful Introduction of Innovation in Companies

Every modern economy grows through innovation as a basic concept. Turning innovation into success requires good knowledge of local business conditions and a commitment to entry and survival on foreign markets. Innovations are part of a successful strategy and present specific weapons of companies and can be interpreted as a change in the use of the value of the resources to meet the needs of consumers. Innovations in a work organisation have the potential to optimise business processes in enterprises and improve the overall experience of the workplace. The stagnation of innovation causes the stagnation of investment, education and employment. The goal of strategic human resource management is to build a human resource management system that promotes efficiency, quality, innovation and consumer needs of organisations that support the four blocks of a competitive advantage. Operations management can provide benefits to companies in the innovation process: to reduce the cost of production of goods and services, to raise revenue and to optimise investment. These two scientific disciplines influence the innovation to be an organised, systematic and rational activity developed with the help of their principles and tools.

Key words: operations management, strategic human resource management, innovation

Reforma učiteljskog obrazovanja kao refleksija globalizacijskih tokova u ostvarivanju kvalitetnog obrazovanja

Globalizacija, kao odrednica našeg vremena, proces je koji se oseća kroz složen i snažan uticaj u svim sferama života i rada. Ovaj proces nije zaobišao ni obrazovanje, s obzirom na to da je ono značajan faktor ekonomskog napretka, naučno-tehnološkog progressa, kulturnog razvoja društva posredstvom razvoja i usavršavanja svakog pojedinca. Obrazovanje je resurs kojeg je neophodno neprekidno usavršavati jer je evidentan sve veći diskontinuitet između znanja usvojenog u školi i van nje, teorije i prakse. Zbog toga je potrebno posebnu pažnju obratiti obrazovanju onih koji treba druge da obrazuju. Obrazovanje i profesionalni razvoj učitelja je permanentno aktuelno pitanje svake zemlje koja teži kvalitetnom obrazovnom sistemu. Predmet ovog rada je pregled koncepata obrazovanja učitelja u zemljama EU i regiona, utemeljenih na kompetencijama neophodnim za ostvarivanje nove uloge učitelja u savremenoj osnovnoj školi.

Ključne reči: reforma obrazovanja učitelja, kompetencije učitelja, kvalitetna nastava, kontinuirani profesionalni razvoj

Teacher Education Reform as a Reflection on Globalisation Trends in the Achievement of Quality Education

As a determinant of our time, globalisation is a process that is felt through a complex and powerful influence on all the spheres of life and work. The process of education is no exception, given that it is an important factor in the economic growth, the scientific and technological progress, the cultural development of society through the development and improvement of each individual. Education is a resource that is necessary to continually improve, since there is more and more discontinuity between knowledge gained in and outside school, theory and practice. Therefore, it is necessary to pay special attention to those who need education to educate others. The education and professional development of teachers is a continuous current issue of any country that aspires to quality educational system. The subject of this paper is to review the concepts of teacher education in the EU countries and regions, based on the competences required for the realisation of the new role of teachers in modern primary schools.

Key words: reform of teacher education, teacher competence, quality education, continuing professional development

Analiza spoljašnjeg okruženja, kao pristup u kreiranju strategijski fokusiranih organizacija

U uslovima visoko konkurentne okoline 21. veka, biti konkurentan znači kreirati strategiju, koju će konkurenti teško moći prepoznati. Zato stvaranje strategijski fokusirane organizacije je nezamenjiva dimenzija kompanijske sposobnosti za održljivu kompanijsku konkurentnost. Strategijski fokusirana organizacija za konkurentnost uslovljena je, pored eksternim uticajnim faktorima, sa tri značajna inetma faktora: strategijskim smerom, strategijom i integrativnim strategijskim procesima. Glavni problem u tretiranju ove tri grupe faktora od strane organizacije, posebno njihovog vodstva, je pravovemenost u reagiranju (tajming) naročito u delu investiranja u ljudske resurse i njihov razvoj, kao i njihovo aktivno uključivanje (iskorišćavanje) u formulisaniu organizacijske strategije. Potrebno je da organizacije pokušaju da predvide rezultate njihovih odluka pre nego što naprave napor i strategiju za njihovu implementaciju. Ovo je naročito teško da se uradi, s obzirom da mnoge odluke, koje su deo procesa strategijskog menadžmenta, odnose se na nesigurnu budućnost i uticaj sredinskih faktora na organizaciju. Upravo u ovom smeru BAS Institut za menadžment Bitola sprovodi istraživački projekat »Kompanije kao strategijski fokusirane organizacije za konkurentnost«. Naš interes su naročito male i srednje organizacije u R. Makedoniji, koje zbog više razloga nemaju niti saznanja o ključnim faktorima za stvaranje strategijski fokusirane organizacije za konkurentnost, niti imaju dovoljan kapacitet sa aspekta ljudskih resursa i kvalitetnog strategijskog vodstva za spravljanje sa tim faktorima.

Ključne reči: strategijski menadžment, spoljašnje okruženje, strategija

Analysis of the External Environment as an Approach to Creating Strategically Focused Organisations

Given the highly competitive environment of the twenty-first century, being competitive is to create a strategy that would be difficult for competitors to recognise it. Therefore, the creation of a strategically focused organisation is an irreplaceable dimension of a company's capacity for sustained company competitiveness. In addition to external influential factors, the competitiveness of a strategically focused organisation depends on three important internal factors: strategic direction, strategy and integrative strategic processes. A major problem in the treatment of these three groups of factors by an organisation, mainly its leadership, is the timeliness of response (timing), especially in terms of investing in human resources and their development, as well as their active involvement («use») in formulating the organisational strategy. Organisations should try to predict the results of their decisions before making an effort and formulating a strategy for their implementation. This is particularly hard work to do, since many decisions that are part of the strategic management process relate to the uncertain future and the impact of environmental factors on the organisation. Precisely in line with that, the BAS Institute of Management in Bitola conducts the research project »Companies as Strategically Focused Organisations for Competitiveness«, where our interest is in small and medium-sized companies in the Republic of Macedonia, which for many reasons do not have any knowledge about the key factors in creating a strategically focused organisation for competitiveness, nor sufficient capacity in terms of human resources and high-quality strategic guidance for dealing with these factors.

Key words: strategic management, external environment, strategy

Književna umetnost u funkciji kreativnog rešavanja problema u socijalnom okruženju

Vreme u kome živimo zahteva školu koja je usmerena ka učeniku i razvoju njegovih osobina, pre svega, komunikacionih, emocionalnih, estetskih i socijalnih, ka samoaktuelizaciji. Sve ove pozitivne osobine i potrebe učenika, koje su u samom vrhu Maslovljeve hijerarhije potreba, možemo uspešno razvijati kroz umetnost reči. Vredna književna dela (bajka, basna...) svojim poetskim vrednostima, dinamikom radnje, kontrastom u slikanju likova, suprotnostima u njihovom ponašanju, bogatim dijalogom nude brojne mogućnosti za razvoj komunikativnih, emocionalnih, estetskih, a posebno socijalnih kompetencija učenika. Time značajno doprinose samoaktuelizaciji ličnosti učenika, uspešnom uklapanju u socijalno okruženje i tolerantnom ponašanju. Istovremeno, stvaralački rad učenika na njima podstiče kreativno rešavanje problema, prevazilaženje konflikata i saživljavanje sa različitostima u okruženju.

Ključne reči: književno delo, kreativno rešavanje problema, prevazilaženje sukoba, tolerantno ponašanje, socijalizacija, okruženje

Literary Art in the Function of Creative Problem Solving in the Social Environment

The time we are living in requires school that is directed towards pupils and the development of their characteristics, especially communication, emotional, aesthetical and social, towards self-actualization. All these positive features and students' needs, which are at the top of Maslow's hierarchy of needs, can be successfully developed through the art of words. Valuable literary creations (fairy-tales, fables etc.) with their poetic values, dynamic action, contrast in portraying characters, opposites in their behaviour and rich dialogues offer a number of possibilities to develop the communication, emotional, aesthetical and especially social competences of students. In this way, they significantly contribute to the self-actualisation of students' personality, successful integration into the social environment and tolerant behaviour. At the same time, working creatively on these issues stimulates creative problem solving and the ability to overcome conflicts and accept differences in the environment.

Key words: literary creation, creative problem solving, overcoming conflicts, tolerant behaviour, socialisation, environment

Dr. Ljubiša Stojmirović

Beogradska poslovna škola – Visoka škola strukovnih studija u Beogradu

Mag. Aleksandra Stojković

Beogradske elektrarne, Srbija

Mag. Tomislav Nikolić

Srbska napredna stranka, Srbija

Posledice neadekvatnog menadžmenta političke stranke

Političke stranke pripadaju organizacionim sistemima i njima se mora upravljati. Definisane ciljeve, način njihove realizacije, stalna kontrola, izbor menadžerskog tima, saradnja sa okruženjem samo su neke od aktivnosti kojima se bavi menadžment političke stranke. Od efikasnosti menadžmenta zavisi koliko i kako će da traje politička stranka. Uspješan menadžment može da vodi političku stranku do neslućenih visina, ali zato neodgovarajući tj. neadekvatan menadžment može u kratkom roku da uništi sve ono što je stvarano godinama.

Ključne reči: menadžment, politička stranka, ciljevi, kontrola, tim

Consequences of an Inadequate Management of a Political Party

Political parties belong to organisational systems and they should also be managed. Defining objectives, the way of their implementation, constant control, the selection of a management team and collaboration with the environment are just some of the activities covered by the management of one political party. How long and in which way one political party is going to exist and last on a political scene depends on the efficiency of management. Successful management can lead a political party to unimagined heights, whereas inadequate management may destroy everything that has been created for years in a short period of time.

Key words: management, political party, objectives, control, team

Kako smanjiti uticaj promena na strukturu aktivnosti čoveka

Kroz istoriju ljudskog društva promene su imale određeni uticaj na strukturu aktivnosti koje je pojedinac, a i društvo u celini, sprovodio. Promene su neminovnost i nije ih moguće izbeći. Takođe nije moguće izbeći ni njihov uticaj na strukturu aktivnosti bilo kog člana organizacije. Međutim moguće je određenim ponašanjem ublažiti uticaj promena i omogućiti članovima organizacije da bezbrižnije savladaju ove uticaje. Pojedinac i organizacije moraju biti adaptivni tj. moraju se prilagoditi promenama, ali istovremeno moraju i minimizirati negativne uticaje tih promena.

Ključne reči: aktivnosti, struktura, organizacije, promene, adaptivnost

How to Reduce the Effect of Changes on the Structure of Human Activities

Throughout the history of human society, changes have had some effect on the structure of activities that were conducted by an individual as well as by a society as a whole. Changes are inevitable and cannot be avoided. In addition, it is not possible to avoid their effect on the structure of the activities of any member of an organisation. However, it is possible to mitigate the effect of changes by a particular behaviour and allow members of an organisation to cope with these effects in a more carefree way. Individuals and organisations should be adaptive, meaning that they should adapt to changes as well as minimise the negative effects of these changes.

Key words: activities, structure, organisations, changes, adaptation

Age management – sodobni pristopi k upravljanju starosti na delovnem mestu

V Evropski uniji izstopa demografski problem staranja, ki nakazuje trende ekonomskega in družbenega dogajanja. Postavlja nas pred nove izzive v prihodnosti, med katerimi so sprememba odnosa do starejših, podaljšana delovna doba, prilagoditev sistema socialnega, pokojninskega in zdravstvenega zavarovanja. Izzivi so predmet nove veje menedžmenta, ki se imenuje age management. Evropska unija je med najpomembnejše cilje na področju zaposlovanja uvrstila lizbonske cilje zaposlenosti, ki med drugimi predvidevajo dvig stopnje zaposlenosti starejših delavcev. V prispevku predstavljamo demografske probleme v Evropski uniji, lizbonske cilje zaposlenosti, razvitost nove veje menedžmenta v Sloveniji, sprejem izobraževanja kot izziva in pozno kariero. V študiji primera smo ob primerjavi podatkov Visokošolskega središča z lizbonskimi cilji zaposlenosti ugotovili, da Visokošolsko središče prispeva k višji zaposlenosti žensk, precej odstopa od lizbonskih ciljev glede zaposlenosti starejših in presega izobrazbeno strukturo zaposlenih.

Ključne besede: age management, staranje, lizbonski cilji, delovna sila

Age management – Modern Approaches to Age Management in the Workplace

The European Union increasingly deals with the problem of ageing population, which shows trends in the economic and social context. We are faced with new challenges in the future, including changes in the attitude towards older people, more years of service as well as an adjustment of the system of social, pension and health insurance. These challenges are subject to a new type of management called age management. Among the most important objectives in the field of employment, the European Union defines the Lisbon objectives related to employment, which also envisage an increase in employment rates for older worker. The article presents demographic problems in the European Union, the Lisbon objectives related to employment, the development of a new type of management in Slovenia, the adoption of education as a challenge and longer career. The case study makes a comparison between the data of the Higher Education Centre and the Lisbon objectives related to employment, whereby we have established that the Higher Education Centre contributes to higher employment rates for women, significantly deviates from the Lisbon objectives with regard to the employment of older people and exceeds the educational structure of employees.

Key words: age management, ageing, Lisbon objectives, workforce

Erika Škrabec

Delavska hranilnica, d. d., Novo mesto

Usposobljenost za inovacijsko timsko delo v Delavski hranilnici, d. d.

Živimo v času, ko so spremembe tako nagle, da se podjetja le stežka prilagajajo spremembam in pritiskom na trgu. Podjetja so našla rešitev v timskem delu in zavedanju, da morajo oblikovati vrhunske time, da lahko dosežejo sinergijske učinke. Za nastanek takšnega tima so potrebni usposobljeni posamezniki ter usposobljen in dober vodja, ki skrbi, da timsko delo postane tudi inovativno. Skrbeti mora za ustrezno timsko kulturo, občutek enakovrednosti ter možnosti članov tima, da svoje znanje, izkušnje in spretnosti uveljavijo v inovativnem timskem delu in so se pripravljene spreminjati tako, da vse spremembe dobro izkoristijo. Porajanje novih idej v timu pa je tesno povezano tudi z odnosi med udeleženci tima. Na slovenskem bančnem trgu vlada huda konkurenca, kljub temu pa ima Delavska hranilnica, d. d., posebno mesto med bankami, saj njen svojo mrežo uspešno širi z zavedanjem, da je kriza lahko tudi izziv.

Ključne besede: usposobljenost, inovacije, timsko delo, hranilnice

The Ability for Innovative Team Work in Delavska hranilnica d. d.

We live in times of such rapid changes that companies have a hard time adjusting to the changes and pressures of the market. Companies have found the solution team work and the awareness that these teams should be suitably qualified, since only top-quality teams can achieve synergistic effects. Forming such a team requires qualified individuals as well as a qualified and capable team leader who can also lead the team in an innovative way. The team leader should ensure a suitable team culture, the feeling of equality and a possibility for individual members to excell. In so doing, the team leader is makes it possible for the individual members to contribute their personal knowledge, experience and skills to innovative team work. It is also very important that team members are willing to change so that all the changes positively influence the team. In addition, the birth of new ideas is closely connected with the interrelations of team members. On the Slovene banking market, there is stiff competition, nevertheless Delavska hranilnica d. d. has managed to maintain a special status among banks, since the team work approach allows them to successfully expand their network by promoting the awareness that the crisis can also be a challenge.

Key words: qualification, innovative team work, savings bank

Coaching kot metoda za osebni in strokovni razvoj posameznikov

Coaching kot metoda za razvoj posameznikov je učinkovita, saj omogoča pozitivne premike v razmišljanju, izboljša nastop posameznika, vpliva na pozitivne spremembe v podjetju. Podjetje je po opravljenem coachingu za sedem udeležencev izvedlo raziskavo z vprašalnikom. S pomočjo raziskave smo želeli odgovoriti na tri raziskovalna vprašanja: Ali v podjetju primanjkuje tovrstnega izobraževanja na področju prodaje in nabave?, Ali je smiselno izvajati coaching vsako leto? in Ali so primeri iz prakse, ki so bili prikazani na izobraževanju, koristni za nadaljnje delo zaposlenih?. Anketirani so pokazali velik interes po ponovitvi coachinga, saj se je kar šest od sedmih anketirancev opredelilo za ponovno srečanje. Glede na zadovoljstvo udeležencev bi bilo smiselno coaching ponoviti vsako leto. Nekaj težav so imeli anketiranci glede izvajanja internih predstavitev (le en anketiranec jo je bil pripravljen izvesti). Udeleženci so bili očitno zadovoljni, saj jim je bilo ponujeno znanje, ki jim bo nedvomno koristilo pri vsakodnevnem delu.

Ključne besede: coaching, komunikacija, vodenje, poslovna odličnost

Coaching as a Method for the Personal and Professional Development of Individuals

Coaching as a method for the development of individuals is effective, since it provides positive changes in the company, enhances the individual's performance and brings about positive changes in the company. After providing a coaching course for seven participants, the company carried out a survey with a questionnaire. Through the survey, we strived to answer the following three research questions: Does the company lack training in the field of sales and purchase?, Does it make sense to implement coaching every year? and Are case studies included in the training useful for further work of employees?. In the survey, respondents showed great interest in re-attending the coaching course, since six of the seven respondents replied that they would come again. Given the satisfaction of participants, the annual coaching would be appreciated. The participants mentioned some difficulties regarding the internal presentations (only one respondent was prepared to make an internal presentation). Participants were apparently satisfied, because they gained knowledge that will be undoubtedly useful in their daily work.

Key words: coaching, communication, management, improve business excellence

Proces upravljanja, planiranja, regrutovanja i selekcije ljudskih resursa u obrazovanju

Upravljanje ljudskim resursima, predstavlja kompleksna upravljačka funkcija koja je veoma važna u ovom modernim vremenima i sve više zauzima zamah i praksa u svim oblastima, pa i u obrazovanju. Mora se uzeti u obzir da živimo u vreme stalnih promena koje nismo u stanju u potpunosti da pratimo, a koje pak (sa svoje strane) ne mogu, a da ne utiču na organizacije. Moderne (danjašnje) organizacije, uključujući tu i škole, funkcionišu u okruženju čije tempo promena traži kontinuiranu potragu za novim inovativnim pristupa u menadžmentu, kreativnih načina razmišljanja i stvaranju različitih organizacionih struktura. Uspešnost da se funkcioniše u ovom modernom haosu izazvanog naglim kulturnim, tehničkim, tehnološkim, političkim i ekonomskim transformacijama, sastoji se u redizajnovanju organizacija kao polu-otvorene sisteme, gde ljudski potencijal je na prvom mestu. Zbog svega ovoga, želela bih da naglasim ulogu (važnost) upravljanja ljudskim resursima, posebno u planiranju, regrutovanju, a prije svega selekciju i izbor ljudskih resursa u obrazovanju.

Ključne reči: obrazovanje, upravljanje, ljudski resursi, planiranje, regrutovanje, selekcija

Human Resource Management in Planning, Recruitment and Selection in the Field of Education

Human resource management is a complex managerial function, which has become very important in modern times and lately increasingly present and practiced in all fields, even in education. We have to bear in mind that we live in times of constant changes that are difficult to follow completely and which inevitably affect organisations. Modern organisations, including the school, function in an environment that with its pace of change continuously seeks new innovative approaches to management, creative ways of thinking and the creation of new organisational structures. The success of functioning in this modern chaos resulting from the rapid cultural, technical, technological, political and economic transformation consists of redesigning organisations as half-open systems where the human potential is of crucial importance. Given the aforementioned, I would like to stress the role of the human resource management, especially in the planning, recruitment and selection of human resources in education.

Key words: education, management, human resources, planning, recruitment, selection

Istraživanje nasilja u školi

Nasilje u školi je problem prisutan u celom svetu. Nasilje u školi narušava sigurnost deteta i može ozbiljno ugroziti njegov normalan psihofizički razvoj. Nastavnici škole i roditelji mogu pomoći u sprečavanju i zaustavljanju nasilja u školama. Cilj rada je da se ispita koliko je škola bezbedno mesto u odnosu na: osećaj sigurnosti učenika; na manje sigurna mesta u školi; na vreme dana kada je smanjen osećaj sigurnosti; stavove o obliku nasilja prisutnog u školi i stavova i mišljenja o školi kao bezbednom/nebezbednom okruženju. Istraživanje je obavljeno u Osnovnoj školi »Đura Jakšić« u Zaječaru putem anketnog upitnika za učenike, nastavnike zaposlene u školi i roditelje učenika. Korišćen je upitnik koji sadrži pitanja otvorenog tipa i pitanja zatvorenog tipa za sve kategorije ispitanika. Značaj rada i na teorijskom i praktičnom planu je u tome da ukaže na postojeće stanje bezbednosti učenika u školi i unapredi kroz predložene mere i aktivnosti bezbednosti dece u školskom okruženju.

Ključne reči: nasilje, škola, bezbednost dece, roditelji, nastavnici

Research on Violence in Schools

Violence in school is a problem that is present in the whole world. Violence in school violates the safety of a child and can severely jeopardize their normal psychophysical development. School teachers and parents can help prevent violence in schools. The goal of this paper is to examine how many schools are a safe place in relation to: the sense of safety in students; less secure places in school; the time of the day when the sense of safety is decreased; the viewpoints on the forms of violence present in school and the viewpoints and opinions about school as a safe/unsafe environment. The research was done in the primary school »Djura Jakšić« in Zaječar in the form of an opinion poll for students, teachers and children's parents. The opinion poll was in the form of closed- and open-type questions for all the examinee categories. The significance of this paper in both the theoretical and practical field is to point out the current security situation of students in schools and how it can be improved through the proposed measures and students' activity in the school environment.

Keywords: violence, school, safety of children, parents, teachers

Novi odnosi i globalni izazovi znanosti i gospodarstva

U današnjem globalnom društvu, sve više dolazi do brzog povećanja novih proizvoda i usluga. Znanje je postalo osnovni pokretač razvoja, mada je ono kao temeljni razvojni resurs kroz cijelu ljudsku povijest bilo presudno za ukupni društveni i gospodarski razvoj. Danas znanost postaje sve više interdisciplinarna i prelazi tradicionalne granice država, institucija i kultura prvenstveno zahvaljujući mogućnostima i brzini pristupa informacijama. Globalni izazovi nameću nove odnose i kvalitetnu povezanost znanosti i gospodarstva. U radu se promišlja o društvu znanja i globalnim trendovima koji se odražavaju na strukturu rada, obrazovanja i ukupni održivi društveni razvoj. Pokušava se opisati i ukazati na neka obilježja konvencionalne ekonomije i ekonomije znanja koja postaje dominantna na globalnoj sceni. Posebna se pozornost posvećuje održivom društvenom razvoju i ulozi holističkog obrazovanja u proizvodnji znanja za znanje, a ne znanja za znanje i neznanje. Ključne spoznaje ovog rada izražene su kao preporuke i zaključci koji mogu biti od pomoći u izgradnji društva znanja.

Ključne riječi: upravljanje znanjem, holističko obrazovanje, inovacije

New Relations and Global Challenges in Science and the Economy

In today's global society, there is a rapid rise in new products and services. Knowledge has become the driving force of development, although it played the key role throughout the history as the basic development resource for the common social and economic development. Nowadays, science is becoming increasingly interdisciplinary and goes beyond traditional borders of countries, institutions and cultures primarily due to the possibilities and speed of accessing information. Global challenges create new relations and a quality connection between science and the economy. The paper deals with a knowledge society and global trends that are reflected in the structure of work, education and the common sustainable social development. The author strives to describe and point out certain characteristics of the conventional economy and the knowledge economy which is becoming more dominant on a global level. Special attention is paid to sustainable social development and the role of holistic education in the production of knowledge for knowledge rather than knowledge for the profession and ignorance. The key findings of this paper are expressed as recommendations and conclusions that can be helpful in creating a knowledge society.

Key words: knowledge management, holistic education, innovation

Izobraževanje zdravstvenih delavcev za prepoznavanje psihosomatskih bolezni

V moderni družbi je večina stvari, in žal tudi odnosov, podvrženo merljivosti. Prišlo je do zamenjave vrednostne lestvice, kjer se na prva mesta postavljajo uspeh, dobiček in materialne dobrine. Čim več tega ljudje premorejo, bolj so prepričani, da so pomembni in uspešni. Na drugi strani pa je vedno več bolnih ljudi in tistih, ki iščejo strokovno pomoč zaradi različnih življenjskih stisk in težav. Razmišljanje v prispevku želi opozoriti na nujnost izobraževanja zdravstvenih delavcev za pomoč ljudem v kriznih življenjskih situacijah. Mišljeno je predvsem kontinuirano izobraževanje, ki mora slediti globalnim družbenim spremembam. Vsaj polovico, če ne več, somatskih bolezni povzročijo psihične obremenitve in nerešene življenjske težave. Ali so zdravstveni delavci sposobni prepoznati te težave, ali znajo prisluhniti ljudem, ali jim znajo ustrezno pomagati, so vprašanja, brez katerih ne moremo govoriti o celostni pomoči s strani zdravstvene nege.

Ključne besede: izobraževanje, psihosomatika, stiske, celostna obravnava

Training Health Workers to Identify Psychosomatic Diseases

In a modern society, most things as well as relationships, unfortunately, are subject to quantification. A value scale has been changed, where success, profit and material goods are placed first. The greater the success, earnings and profit, the more people feel important and successful. On the other hand, there are more and more sick people as well as those who seek professional help due to various problems and hardships of life.

This article draws attention to the necessity of health workers' education in order to help people that are experiencing life crisis situations. It is primarily intended for further education, which should follow global social changes. At least half, if not more somatic diseases are cause mental strain and unresolved life problems. Are health workers able to identify these problems, or do they know how to listen to people, or can they guide them to receive appropriate help, are the questions that involve holistic support by health care.

Key words: education, psychosomatics, distress, holistic treatment

Globalizacija ekonomskih kriza

Možemo se upitati zašto je Velika depresija iz 1929. relevantna za veliku ekonomsku krizu koja je zadesila svet 2008. godine. Izvomo, današnja kriza tiče se stambenog sektora, pri čemu nije reč o krizi nedovoljne količine stambenih resursa, već o krizi njihovog preobilja. Ekonomske krize tokom dvadesetog veka, a naročito one od sedamdesetih godina (početak globalizacije) bile su posledice implozije balona imovinskih cena ili velikih deprecijacija nacionalnih valuta na deviznom tržištu, a u nekim su slučajevima devizne krize pokretale bankarske krize, a u drugim slučajevima bankarske krize dovodile su do deviznih kriza. Velike količine kapitala (naročito fiktivnog) što pljuskuju naokolo po svetu stvaraju mogućnost da one poplave posudu u kojoj se to događa. Početak globalizacije od 1970. se manifestuje u svetu kao nestabilnost cena roba, valuta, nekretnina i akcija, kao i većim brojem žestokih finansijskih kriza. Mehuri uvek eksplodiraju. Po definiciji, mehur sadrži neodrživi obrazac promena cena ili tokova novca.

Ključne reči: velika depresija, globalizacija, fiktivni kapital, devize, akcije i obveznice

Globalisation of the Economic Crises

We can ask ourselves why the Great Depression from 1929 is relevant to the major economic crisis that hit the world in 2008. Originally, today's crisis is related to the housing sector, whereby the crisis does not involve insufficient amounts of housing resources, but the crisis of their excesses. The economic crises of the 20th century, especially those of the 1970s (the beginning of globalisation) were the result of the property price bubble implosion or a major depreciation of the national currency in the foreign exchange market and, in some cases, the foreign currency crisis fueled a banking crisis, whereas in other cases the banking crisis led to a currency crisis. Large amounts of capital (especially fictive) are splashed around in the world create the possibility of flooding the area in which it occurs. Since its start in the 1970s, globalisation has been manifested worldwide as the volatility of commodity prices, currencies, property and stocks, as well as a number of strong financial crises. Bubbles always explode. By definition, a bubble contains an unsustainable pattern of changes of prices or cash flows.

Key words: Great Depression, globalisation, fictive capital, foreign currency, stocks and bonds

Prostovoljno delo – osebna prednost in skupna priložnost

Menedžment prostovoljnega dela v zdravstvu in pri promociji zdravja predstavlja celovit sistem, ki ob preseganju koncepta neoliberalizma vpliva na kakovost obravnave pacientov. Ob tem je aktualno vprašanje, kako lahko izobraževalna institucija pripravi študente zdravstvene nege na učinkovito vključevanje v sistem prostovoljnega dela v zdravstvu. V okviru deskriptivne študije z elementi razlagalnega modela je bilo anketiranih 150 študentov prvega in tretjega letnika zdravstvene nege na Visoki šoli za zdravstvo Novo mesto. Rezultati kažejo, da kar 57,3 % študentov v zadnjih treh letih ni bilo v vlogi prostovoljca. Ti izhajajo večinoma iz družin, kjer nihče ne deluje kot prostovoljec. V obliki analize SPIN so respondenti izpostavili slabosti, prednosti, izzive in nevarnosti prostovoljnega delovanja za njih osebno in za družbo. Na podlagi ugotovitev raziskave bo predlagan model priprave študentov na vstop v sistem prostovoljnega dela v zdravstvu, saj gre za pomemben vir neformalnega izobraževanja, vpliva na osebno in profesionalno rast posameznika in v sodobni postmoderni globalizirani in sekularizirani družbi predstavlja »piko na i« za kakovost življenja udeleženi.

Ključne besede: menedžment prostovoljnega dela, študenti zdravstvene nege, prostovoljno delo

Voluntary Work – Personal Advantage and Common Opportunity

Managing voluntary work in health care and promoting health present a comprehensive system that affects the quality of patient treatment when overcoming the concept of neoliberalism. This poses a topical question how an educational institution can prepare nursing students for effective inclusion in the system of voluntary work in health care. Within a descriptive research study with elements of an explanatory model, we surveyed 150 first-year and third-year students of the School of Health Sciences Novo mesto. The results show that 57.3 % of students did not worked as volunteers in the last three years. These students mostly come from families where nobody works as a volunteer. Within the scope of the SWOT analysis, the respondents emphasised the weaknesses, advantages, challenges and risks regarding voluntary work for them personally and the society. Based on the findings of the research, we will propose a model for the preparation of students to enter the system of voluntary work in health care, since this is an important source of informal education, affecting the personal and professional growth of an individual and presenting »the dot on the i« for the quality of life of participants in a postmodern globalised and secular society.

Key words: management in health care, students of nursing care, voluntary work