

FAKULTETA ZA POSLOVNE IN UPRAVNE VEDE NOVO MESTO

Faculty of Business and Management Sciences Novo mesto

**FAKULTETA ZA UPRAVLJANJE, POSLOVANJE
IN INFORMATIKO NOVO MESTO**

Faculty of Business, Management and Informatics Novo mesto

IZZIVI GLOBALIZACIJE

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IN DRUŽBENO-EKONOMSKO OKOLJE EU

zbornik povzetkov

GLOBALISATION CHALLENGES

AND SOCIAL-ECONOMIC ENVIRONMENT OF THE EU

book of abstracts

Novo mesto, 11. maj 2017

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Povzetki / *Abstracts*

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Internet u akademskom prostoru Srbije

Internet je od devedesetih godina dvadesetog veka postao medij sa velikim potencijalima i opcijama artikulacije: Weblog-a, Wiki-ja, društvenih mreža kao što se Facebook, Flickr, Seesmic, sa sajtovima Photo- i Videosharing-a (YouTube) kao i Microblogging, Lifelogging, mrežama (Twitter) koje su u snažnoj fazi eksploracije, ekspanzije i promena. U ovom trenutku složenost i bogatstvo fenomena interneta možemo samo delimično predstaviti, i u tom smislu, na osnovu pojedinih oblasti, skicirati sav potencijal njegovih profesionalnih, radnih, obrazovno-didaktičkih opcija i mogućnosti. Internet, zbog velikog broja korisnika i medijskih konzumenata u Srbiji, otvara i složene probleme medijske pismenosti, medijskih kompetencija, svesnog, odgovornog i etičkog delovanja u virtuelnom prostoru. Pojava Web 2.0 otvara medijskoj i pedagoškoj stvarnosti u akademskom prostoru Srbije otvorena pitanja, vezana za pojavu digitalnog jaza među korisnicima interneta, kao i potrebu da se razvoj multimedijalne pismenosti mladih i odraslih institucionalizuje i oblikuje u školskim kurikulumima na svim nivoima obrazovanja.

Ključne reči: medijska pismenost, medijska kompetencija, digitalna participacija

Internet in Serbia's Academic Area

Since 1990's, the Internet has become the media with great potential and options of articulation: Weblog, Wiki, social networks like Facebook, Flickr, Seesmic; websites offering photo and video sharing (YouTube); microblogging and lifelogging networks (Twitter), all of which are in a powerful phase of exploration and changes. At the moment, we can only partially present the complexity and richness of the Internet phenomena, and in that manner, based on certain areas, sketch the whole potential of its professional, working, educational-didactic options and possibilities. Due to the large number of users and media consumers in Serbia, the Internet also opens complex problems of literacy, media competencies, as well as awareness, responsibility and ethical performance in virtual space. Appearance of Web 2.0 poses open questions to media and pedagogical reality in the academic area of Serbia, mostly related to appearance of a digital gap among the Internet users, including the need to shape and institutionalise the development of multimedia literacy of young people and adults in school curricula on all levels of education.

Key words: media literacy, media competency, digital participation

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Rodni aspekt razvoja malog biznisa

Cilj rada je analiza stanja u malom biznisu sa aspekta nivoa zastupljenosti žena, efektivnosti i uslova rada, a takođe i prisustva, odnosno odsustva činjenice rodne diskriminacije. Istraživanje rodnog aspekta malog biznisa sprovedeno je na osnovu analize statističkih podataka, podataka ekonomskih i socioloških istraživanja kao i podataka dobijenih našim istraživanjem metodom fokus grupe. Analiza rodnog aspekta malog biznisa dovela je do sledećih zaključaka: postoji horizontalna rodna segregacija i to u slučaju kada prednost imaju žene u manje isplativim biznisima (trgovina na pijaci, sfera usluga, poljoprivreda). Transport, veze i građevina su grane u kojima su prvenstveno muškarci preduzetnici. Uslovi rada u granama u kojima žene preovlađuju su veoma teški i štetni za zdravlje. Potrebne su hitne mere za poboljšanje uslova rada žena, koje čine većinu radnika na tržištu. Rodna diskriminacija ogleda se i u tome da se od žena češće traži mito. Prema oceni žena preduzetnica, efektivnost njihovog rada ne razlikuje se od muškaraca, koji rade zajedno sa njima.

Ključne reči: rod, rodna segregacija, rodna diskriminacija, rodni stereotipi

Gender Aspect of Small Business Development

The aim of this paper is to analyse the situation referring to small business in terms of the level of female-owned enterprises as well as the effectiveness and working conditions, but also the presence or nonexistence of gender discrimination. Research of gender aspect of small business was carried out on the basis of statistical data analysis, the secondary analysis of the data of economic and sociological researches, including the data from our research by the method of focus-groups. The gender analysis of the sphere of small business resulted in the following conclusions: when women are mainly concentrated in less profitable types of employment (trade, sphere of services, farming), the horizontal gender segregation exists. Male entrepreneurs are primarily in transportation field, infrastructure and construction. Working conditions in the field where women are dominant over men are very difficult and cause negative health effects. In that context, urgent action is needed in order to improve working conditions for women, because they represent the majority of workers in the market. Gender discrimination is also reflected in the fact that women have been often asked to give bribes. According to women entrepreneurs, the effectiveness of their work does not differ from men who work together with them.

Key words: gender, gender discrimination, gender segregation, gender stereotypes

E-poslovanje organizacije z dobavitelji in kupci v podjetju Volvo

E-poslovanje predstavlja poslovni kanal, ki temelji na internetu. To poslovanje se kaže v tehničnem, organizacijskem, upravljalnem, pravnem in ekonomskem vidiku. V prispevku o e-poslovanju z dobavitelji in kupci, naprej predstavimo bistvena koncepta poslovnega modela e-poslovanja na tem področju. Gre za koncept poslovnega modela B2B in B2C. Prvi se nanaša na poslovanje podjetja z dobavitelji, drugi pa na poslovanje s kupci. Namen prispevka je predstaviti e-poslovanje organizacije z dobavitelji in kupci. Najprej smo s pomočjo teorije ugotavljali, kaj je bistvo elektronskega poslovanja, nato smo analizirali stanje e-poslovanja pri podjetju Volvo, kjer smo ugotovili velik potencial z implementacijo e-poslovanja v organizacijo. E-poslovanje, predvsem s kupci, lahko močno vpliva na učinkovitost poslovanja podjetja. Sodobna internetna orodja se kažejo kot odlični pripomočki pri realizaciji digitalne transformacije.

Ključne besede: e-poslovanje, B2B, B2C, transformacija digitalnega okvirja

Organisation's E-Business with Suppliers and Customers in Volvo Car Corporation

E-business is interpreted as a business channel based on the Internet. This type of business is, in addition to technical, organisational, managerial and legal, also reflected in the economic aspect. This research deals with e-business with suppliers and customers. Primarily, we introduce the concept of the e-business model reflected in this field. This is the concept of business model B2B and B2C. The former is reflected in business with suppliers, and the latter in business with customers. The aim is to investigate the view of an organisation, doing e-business with suppliers and customers. The paper starts with theoretical background, to define the basis of e-business. Next, we analysed the status of e-business at Volvo Car Corporation company, and we found that the implementation of e-business into the organisation had a great potential. E-business with mainly customers can greatly affect the performance of the company. Moreover, modern internet tools are seen as excellent accessories in the realisation of digital transformation.

Key words: e-business, B2B, B2C, digital frame transformation

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Davčna pravičnost v globalizaciji

Globalizacija je prinesla številne koristi za potrošnike in podjetja ter nove možnosti za izogibanje plačilu davkov. Praznine in neskladja v davčnih pravilih je mogoče izkoriščati za usmerjanje dobička v jurisdikcije z nizkimi davki ali brez njih. Zlasti velika mednarodna podjetja lahko izkoriščajo zmanjševanje davčne osnove in usmerjanje dobička (BEPS) za konkurenčno prednost pred podjetji, ki poslujejo v domačih okvirih. Po zelo zadržanih ocenah znašajo izgube davčnih prihodkov zaradi zmanjševanja davčne osnove in preusmerjanja dobička na letni ravni med 100 in 240 milijardami USD, pri čemer države v razvoju izgubljajo večji odstotek davčnih prihodkov kot razvite. Prispevek analizira ozaveščanje javnosti o slabostih mednarodnega davčnega sistema, ki so jih mnogokrat razkrili žvižgači in mediji. Reševanje teh vprašanj predlagajo države, civilna družba, meddržavne in druge organizacije. Končno so naštetih tudi predlagani ali že sprejeti ukrepi na globalni ravni, v okviru Evropske unije in posamezne države (Slovenija).

Ključne besede: davčna pravičnost, izogibanje davkom, globalizacija

Tax Justice in Globalisation

The globalisation has, besides many benefits to consumers and enterprises, also enabled new possibilities for tax evasion and tax avoidance. Gaps and mismatches in tax rules may be exploited to shift profits to low or no-tax jurisdictions. Especially large multinational enterprises can use base erosion and profit shifting (BEPS) to gain a competitive advantage over enterprises that operate at domestic level. Conservatively estimated annual revenue loss due to BEPS has amounted between 100 and 240 billion USD, and developing countries have lost higher percentage of tax revenues than the developed ones. The paper analyses the gradual increase of public awareness regarding weaknesses of the international tax system, being many times disclosed by the whistleblowers and media. Various solutions of these issues are proposed by governments, civil society, intergovernmental fora and other organisations. Finally, the measures proposed or already adopted on the global level, within the European union, and on the national level (Slovenia), are outlined.

Key words: tax justice, tax avoidance, globalisation

Projektni menadžment i projektne kompetencije

Sve poslove stvaranja koje obavljaju današnji poslovni sustavi možemo podijeliti u dvije osnovne skupine, a to su kontinuirani i projektni procesi. Iako se većina ukupnog svjetskog poslovanja odnosi na izvođenje kontinuiranih procesa, projekti su oni o kojima dugoročno ovisi uspješnost svakog poslovnog sustava (budući da bez izvedbe projekata nije moguće pokrenuti niti jedan kontinuirani proces bilo kojeg poslovnog sustava). Ukoliko želimo postizati što veću projektnu učinkovitost i uspješnost, od ključne je važnosti da ljudi koji sudjeluju u radu na projektima posjeduju ne samo kompetencije potrebne za savladavanje svojih svakodnevnih kontinuiranih poslova, već i one koje su specifične za područje projektnog menadžmenta. U posljednje vrijeme važnost razvoja projektnih kompetencija prepoznali su mnogi autori i organizacije koje se bave područjem projektnog menadžmenta. U ovome radu autori će dati kratak pregled projektnih kompetencija sukladno aktualnim standardima s područja projektnog menadžmenta, a čiji su autori vodeće svjetske organizacije iz navedenog područja.

Ključne riječi: projekt, projektni menadžment, projektne kompetencije

Project Management and Project Competences

All creation processes performed by current business systems can be divided into two basic groups: continuous processes and project processes. Although most business operations in the world refer to continuous processes, the long-term success of any business system depends on projects (without implementing projects, it is not possible to start any business system's continuous processes). If we want to achieve maximum project efficiency and success, it is of key importance that people participating in projects possess not only the competences necessary to perform their everyday continuous tasks, but also those specific to project management. Lately, the importance of developing project competences has been recognised by many authors and organisations dealing with project management. In the paper, the authors will give a short overview of project competences in accordance with the current project management standards created by the world's leading project management organisations.

Key words: project, project management, project competences

Relationship Management in the Context of Psychotherapy of Possibilities

Psychotherapy of possibilities is derived from the scientific and research analysis, as well as practical analysis of various psychotherapeutical trends, e.g. analytical, cognitive, cognitive-behavioral or transactional analysis. Psychotherapy of possibilities is integrating the so-called *perturbatio personalitatis*, which is manifested by the lack of coherent relations at the level of consciousness, emotional intelligence and soma. Coherence is a third move of transcendence determined by us, and it is an essential component of the proper relationship, resulting in the ability to manage the relationship, for example in medicine.

Key words: psychotherapy, mental health, relationship management, medicine

Upravljanje z odnosi v okviru psihoterapije možnosti

Psihoterapija možnosti izhaja iz znanstvene in raziskovalne ter praktične analize različnih psihoterapevtskih smeri, kot npr. analitične, kognitivne, kognitivno-vedenjske ali transakcijske analize. Psihoterapija možnosti pomeni vključevanje tako imenovane *perturbatio personalitatis* (osebnostna motnja), ki se kaže v pomanjkanju povezav na ravni zavesti, čustvene inteligence in somatskega sistema. Omenjena skladnost vodi k tretji stopnji, t. i. transcendenci, ki jo določamo mi, in to je bistvena sestavina za zdrav odnos, ki vodi v sposobnost upravljanja odnosov, na primer v medicini.

Ključne besede: psihoterapija, duševno zdravje, upravljanje z odnosi, medicina

Kompetence medicinske sestre za kakovostno opravljanje dela

Zdravstvena nega temelji na zagotavljanju kakovostne nege ves čas obravnave pacienta. Medicinska sestra pri zdravstveni negi uporablja ustrezno znanje in veščine ter vključuje veljavna raziskovalna dognanja s tega področja. Temeljni namen zdravstvene nege je nuditi kakovostno, individualno in celostno obravnavo pacientov v okviru standardov ter strokovnih in etičnih načel, za kar je potrebna sodobna organiziranost in stalno izobraževanje. Globalizacija prinaša vedno močnejšo konkurenco na trgu dela. V današnjem tekmovalnem svetu je razvijanje znanja, spretnosti in sposobnosti ključno za obstoj na trgu. Izvajalci zdravstvene nege nosijo odgovornost, da pridobijo kompetence, jih vzdržujejo, s tem pa kar najboljše poskrbijo za paciente in tudi za lastni razvoj. Kompetence jasno določajo odgovornosti zaposlenih v zdravstveni negi. Zajemajo znanje, veščine, spretnosti, osebnostne in vedenjske značilnosti, prepričanja, vrednote in samopodobo. Vse to skupaj je večje jamstvo za delovni uspeh kot znanje samo. Kompetence si posameznik pridobi s formalnim in kontinuiranim izobraževanjem, pri delu in z drugimi izkušnjami.

Ključne besede: zdravstvena nega, kompetence, kakovost

Nursing Competencies for Quality Work Performance

Nursing care is based on the development and provision of quality care throughout the patient's treatment. On performing the care, the nurse uses appropriate knowledge and skills, and includes valid research findings in the nursing field. The basic purpose of nursing care is to provide high-quality, individual and holistic treatment of patients within the standards and professional ethical principles. This requires up-to-date organisation and continuous education. Globalisation has brought increasingly stronger competition to the labour market. In today's competitive world, the development of knowledge, skills and abilities is essential for existence on the market. Nursing personnel has a responsibility to acquire the competencies, to maintain them and thereby contribute to the best possible results for patients, including their own development. Competencies clearly define the nursing care responsibilities. They include knowledge, skills, personality and behavioural traits, beliefs, values and self-esteem, which altogether make a better guarantee for successful work than only knowledge itself. Competencies are gained by formal or continuous education, through practice or other experiences.

Key words: nursing care, competencies, quality

Promocija zdravja na delovnem mestu

Promocija zdravja postaja ključni element varnosti in zdravja na delovnem mestu. To je nov vidik, s katerim se ukvarja menedžment človeških virov. Prvič se je promocija zdravja pojavila leta 1945 z znanim zgodovinarjem medicine Henryjem E. Sigeristom, ki jo je označil kot eno izmed štirih temeljnih nalog medicine. Zanj je promovirati zdravje pomenilo zagotavljati primerne življenjske razmere, izobrazbo ter sredstva za počitek in rekreacijo. Leta 2011 je bil v Sloveniji sprejet Zakon o varnosti in zdravju pri delu, ki delodajalcu in delavcem narekuje pravice in dolžnosti v zvezi z varnim in zdravim delom. Zakon narekuje, da morajo aktivnosti na področju zdravja izvajati vsi, ne glede na velikost podjetja. Promocijo zdravja je treba načrtovati, izvajati in spremljati. Z anketo je bilo ugotovljeno, da je večina zaposlenih zadovoljna z ozaveščanjem o zdravju in s skrbjo zanj. Čeprav so zadovoljni z ukrepi glede preprečevanja poškodb, z obdobjimi predavanji o varnosti in zdravju pri delu, z zdravo prehrano, z redno jutranjo telovadbo, menijo, da mora podjetje poskrbeti še za ergonomsko ureditev delovnih mest.

Ključne besede: delavci, promocija zdravja, delovna mesta, absentizem, izobraževanje

Health Promotion in the Workplace

Health promotion has become a key element in the safety and health of workers in the workplace. It is a new perspective which human resources management is dealing with. Health promotion first appeared already in 1945, with a famous medicine historian Henry E. Sigerist, who defined promotion as one of the four basic tasks of medicine. For him, the health promotion was associated with providing proper living conditions, education, and means for rest and recreation. In 2011, Slovenia adopted the Occupational Safety and Health Act, defining the rights and duties connected with safe and healthy work of employers and employees. Furthermore, the act indicates that all activities in the field of health should be carried out regardless of the company size. Health promotion has to be planned, implemented and monitored. The results of the survey show that the majority of employees is satisfied with care for health and health awareness. Even though they are satisfied with measures for preventing injuries, occasional lectures about safety and health at work, healthy diet, and regular morning exercise, they think that the company should take care of ergonomic arrangements of workplaces.

Key words: employees, health promotion, workplaces, absenteeism, education

Vpliv globalne gospodarske krize na brezposelnost mladih v Sloveniji

Gospodarska kriza je pustila velik pečat v državah po vsem svetu in njene negativne posledice se še vedno odražajo na trgu dela v obliki brezposelnosti. Posebno prizadeto skupino predstavljajo mladi. Več milijonov le-teh po vsem svetu išče delo, verjetnost, da bodo ostali brez zaposlitve, pa je veliko večja kot pri ostalih skupinah. Statistični podatki o brezposelnosti v Sloveniji, ki smo jih obravnavali v prispevku, prikazujejo, da se mladi soočajo s kombinacijo visoke stopnje brezposelnosti, povečane neaktivnosti ter pretirane ponudbe negotovih oblik dela. Prehod s področja izobraževanja v področje dela je vse težji in sicer s socialnega in ekonomskega vidika. Ker znanje mladih predstavlja največji potencial na trgu dela, si države ne bi smele privoščiti njegove izgube. Kljub številnim ukrepom, ki so jih sprejeli pristojni organi, raziskava kaže na vse večji pojav negativnih demografskih trendov, kar pa učinkovitost aktivne politike zaposlovanja postavlja pod vprašaj.

Ključne besede: gospodarska kriza, trg dela, brezposelnost mladih, aktivna politika zaposlovanja

Impact of the Global Economic Crisis on Youth Unemployment in Slovenia

The economic crisis has left a large impact all over the world, and its negative consequences are still reflecting in the labour market as unemployment. Young people represent the most affected group of the unemployed. Millions of them across the globe are looking for work, however, the probability that they will remain unemployed is much larger than with other age groups. Statistical data of unemployment in Slovenia, which we analysed in the article, show that young people are confronted with a combination of high unemployment rate, increased inactivity and excessive offers of insecure forms of work. The transition from education to employment is becoming harder, which presents a big problem from the social and economic point of view. Since the young people's knowledge represents one of the greatest potential of the labour market, countries cannot afford its loss. Despite numerous measures, accepted by the competent authorities, the research shows increasing negative demographic trends, which put the efficiency of active employment policies under a question mark.

Key words: economic crisis, labour market, youth unemployment, active employment policies

Notranje okolje organizacije in karierni razvoj zaposlenih

Turbulence današnjega časa puščajo svoje sledi tudi v karieri. Spremenil se je pomen kariere, postavljeni so novi koncepti, spremenila se je vloga organizacije in posameznika pri njenem načrtovanju in razvoju. Ko govorimo o vlogi, ki jo ima organizacija, govorimo pravzaprav o vlogah in nalogah kariernega menedžmenta pri razvoju kariere. Pogosto je sistem kariernega menedžmenta v organizacijah tarča kritik, ker ne upošteva zadosti različnih faktorjev, ki vplivajo na sistem kariernega razvoja. Govorimo o notranjem okolju organizacije in vplivu kontekstualnih elementov na ta razvoj. Gre seveda za vprašanje, kako z načinom vodenja organizacij učinkovito angažirati razpoložljive človeške vire v produktivne namene. S kvantitativnim empiričnim pristopom želimo izpostaviti posamezne elemente notranjega okolja, ki odločilno vplivajo na karierni razvoj zaposlenih. Aktivnosti organizacije morajo biti zastavljene tako, da zadovoljujejo potrebe posameznika po osebni in profesionalni rasti, in sicer kot povezovalni mehanizem med posameznikom in organizacijo, katere namen je pridobivanje specifično usposobljenega človeškega kapitala za doseganje svoje konkurenčne prednosti.

Ključne besede: kariera, karierni razvoj, karierni menedžment, organizacija

Internal Organisational Environment and Career Development of Employees

Turbulent changes of our times leave their traces in people's careers. The significance of career has transformed dramatically, new theoretical concepts have been set, and the role of organisation and the individual in career planning and development has changed. When discussing the role of organisation, we mostly have in mind the roles and tasks of career management in career development. Often, the career management system in organisations is criticised for not recognising the various factors that should influence how career development is enacted in the organisational system. We talk about internal environment of the organisation and the impact of contextual elements on career development. The question arises, how to engage available human resources for productive purposes with efficient management techniques. Using the quantitative empirical approach, we would like to highlight the individual elements of internal environment which have a significant effect on the career development of employees. Organisational activities must be set for satisfying the individual's needs for personal and professional growth, i.e. as an integrative mechanism between the individual and organisation, striving to gain specifically skilled human capital to achieve its competitive advantage.

Key words: career, career development, career management, organisation

Sistemi internog nadzora u zemljama EU i balkanskim zemljama

Od početka 21. veka u većini od sadašnjih 28 zemalja EU (ukoliko zanemarimo postupak istupanja V. Britanije iz EU) sprovedene su reforme u javnim finansijama i javnom sektoru, a posebno se radilo na kreiranju kontrolnog okruženja u javnom sektoru. U zemljama članicama EU sistemi internog nadzora (inteme kontrole i interna revizija) u javnom sektoru imaju dugu tradiciju i različite forme. Modernizacija internog nadzora u zemljama članicama EU u poslednjih 10-15 godina išla je u pravcu prihvatanja PIFC (Public Internal Financial Control) sistema, koji je Evropska komisija posebno preporučivala zemljama u procesu pristupanja EU. PIFC sistem je, kao trend, postao aktuelan zbog usmerenosti ka unapređenju upravljanja i operativnog delovanja, a posebno upravljanja rizicima u poslovanju subjekata javnog sektora. Cilj rada je da se ukaže na domete i trendove u razvoju sistema internog nadzora u javnom sektoru u zemljama EU i balkanskim zemljama.

Ključne reči: sistem internog nadzora u javnom nadzoru, inteme kontrole, interna revizija, zemlje EU, balkanske zemlje

Internal Control Systems in the EU and Balkan Countries

Since the beginning of the 21st century, public finances and public sector have been going through significant reforms in most of the 28 EU countries (neglecting the United Kingdom's resignation). In that period, special efforts were directed towards the creation of control environment in public sector. Systems of internal control (internal control and internal audit) implemented in the public sector, have a long tradition and appear in different forms in all EU member states. During the last 10 to 15 years, modernisation of internal control systems in these countries has considered adoption of the PIFC (Public Internal Financial Control) system, which the European Commission especially recommended to prospective member states in the process of joining the European Union. PIFC system has become a widespread trend due to its orientation towards improving management and operations, and especially towards risk management in business of the public sector entities. The purpose of the paper is to point out the achievements and trends of the internal control development in public sector within the EU and Balkan countries.

Key words: public internal control system, internal control, internal audit, EU countries, Balkan countries

Dispečerska služba zdravstva in uspešnost le-te pri dajanju navodil za oživljanje po telefonu

Nenadni srčni zastoj predstavlja vodilni vzrok smrtnosti v Sloveniji in svetu. Po raziskavah naj bi nenadni srčni zastoj doživelo vsako leto 83 bolnikov na 100.000 prebivalcev. V primeru srčnega zastoja je edina prva pomoč izvajanje temeljnih postopkov oživljanja, ki vsebujejo določene korake (ugotavljanje zavesti, sprostitve dihalnih poti, stiski prsnega koša, umetno dihanje ter zgodnja uporaba zunanjega avtomatskega defibrilatorja). Z zgodnjim prepoznavanjem srčnega zastoja in hitrim pričetkom izvajanja temeljnih postopkov oživljanja (3–5 min) dosežemo v 50–75 odstotkih dolgoročno preživetje. Vsaka izgubljena minuta pa zmanjša možnost preživetja za 3–4 odstotke. Pri nenadnem srčnem zastoju je pravilen in zanesljiv odziv dispečerske službe zdravstva ključen za dolgoročno preživetje prizadetih bolnikov. V prispevku predstavljamo rezultate raziskave, v kateri smo s podrobno analizo ugotavljali, kako poteka sprejem nujnega klica v primeru nenadnega srčnega zastoja med očividcem in dispečerjem v zdravstvu ter ali so pri nenadnem srčnem zastoju očividci pripravljeni izvajati temeljne postopke oživljanja oz. ali lahko laiki na podlagi navodil za oživljanje s strani dispečerja oživljajo pravilno in ali so dispečerji prepoznali nezadostno dihanje kot znak srčnega zastoja.

Ključne besede: srčni zastoji, oživljanje, navodila za oživljanje

Medical Dispatch Service and its Effectiveness in Providing Telephone Instructions for CPR

Sudden cardiac arrest is the leading cause of death in Slovenia and worldwide. According to research, sudden cardiac arrest annually occurs in 83 patients per 100.000 inhabitants. In the event of cardiac arrest, the only first aid is the implementation of basic resuscitation procedures (basic life support), which consist of particular steps (determining consciousness, airway management, performing chest compression, artificial ventilation, and early use of the automatic external defibrillator). Early recognition of cardiac arrest and rapid initiation of basic life support (within 3 – 5 min) allow us to achieve long-term survival in 50 – 75% cases. With every passing minute, the chances of survival decrease by 3 – 4%. In the event of a sudden cardiac arrest, proper and reliable response from the medical dispatch service is crucial for long-term survival of the affected patients. The article presents the results of research, trying to establish the process of receiving an emergency call in the event of a sudden cardiac arrest from the aspect of a bystander and an emergency medical dispatcher, to determine whether bystanders are willing to perform the basic life support in case of a sudden cardiac arrest, or whether lay persons are able to correctly resuscitate under assistance of a dispatcher over the phone, as well as whether dispatchers identified agonal breathing as a sign of cardiac arrest.

Key words: cardiac arrest, cardiopulmonary resuscitation, CPR instructions

Vpliv globalizacije na podjetniško okolje

Globalizacija je neizogibno dejstvo, ki vpliva na poslovanje velikih mednarodnih družb, srednjih in majhnih podjetij ter samostojnih podjetnikov. Danes lahko najmanjši poslovni subjekt s pomočjo globalnih orodij in tržnokomunikacijskih kanalov, kot so internet, Facebook, Viber, E-bay ipd., dostopa do globalnega trga po vsem svetu. To je bilo še pred 10 leti skoraj nepredstavljivo oz. takšnih razsežnosti globalnemu trgu tudi stroka ni pripisovala. Za podjetja to pomeni dodatne priložnosti za prodajo njihovih izdelkov in storitev ter neusmiljen boj za kupce, saj konkurenca ni več lokalna, ampak je postala globalna. Da lahko izdelek doseže kupce, ki jih je na globalnem trgu več, kot jih je bilo na lokalnem, postaja bistvena kakovost izdelka glede na ceno (t. i. price performance), lokacija skladišč in špedicija, čas dostave ter glede na vse omenjeno zlasti končna cena za kupca. Potrošnik danes želi naročeno blago hitro prevzeti, ne glede na to, na katerem kontinentu se nahaja. Klasično kupovanje in poraba časa za fizične ogledе izdelkov se preoblikuje v kupovanje prek spleta, še vedno pa ostajajo določeni tipi izdelkov, ki so od tega neodvisni oz. celo pridobivajo vrednost glede na bližino izvora (npr. hrana). Globalizacija ima pozitivne in negativne učinke, slednjim pa se je s poznavanjem delovanja globalnega trga možno vsaj do neke mere tudi izogniti in izkoristiti priložnosti, ki jih le-ta ponuja.

Ključne besede: kakovost, izdelki, cene, čas dostave, globalni trg, splet

Impact of Globalisation on Business Environment

Globalisation is an inevitable fact that affects the operation of large international companies as well as medium and small enterprises, including entrepreneurs. Today, the smallest business entity can access the global market all over the world through global tools, marketing and communication channels, such as the Internet, Facebook, Viber, E-bay, etc. Ten years ago this was almost unimaginable and not even the expertise attributed such a dimension to the global market. For companies, it obviously means additional opportunities to sell their products and services, but on the other hand, also the relentless battle for customers, since competition is no longer local but has become global. Quality of the product according to the price (price performance), location of warehouses and shipping, delivery time, and the final customer price are becoming essential in order for the product to reach the customers, who are much more numerous in the global market than in the local one. Today's consumers want to receive the ordered goods quickly, regardless of their continent of residence. Traditional buying and spending time to discover physical products has transformed to online shopping, however, certain product types even gain their value according to the proximity of origin (e.g. food). Globalisation has positive and negative effects; the latter can even be avoided to some extent by knowing the global market functioning and taking advantage of the opportunities it has to offer.

Key words: quality, products, prices, delivery time, global market, web

Reševanje konfliktov na delovnem mestu

Medosebni odnosi so sestavni del našega življenja in nas spremljajo na vsakem koraku. Pomanjkanje informacij ali neustrezna komunikacija lahko privedeta do nastanka konfliktov. Zdravstveni delavci so jim zaradi narave dela bolj izpostavljeni. Z namenom boljšega razumevanja, lažjega in hitrejšega prepoznavanja konfliktnih situacij morajo zdravstveni delavci znati ločevati med različnimi vrstami konfliktov, vedeti, kaj pripelje do njih in kako se nanje odzvati. Prispevek obravnava reševanje konfliktov na delovnem mestu medicinske sestre. V teoretičnem delu je predstavljen konflikt kot pojav, ki je pogosto prisoten pri njenem delu. Predstavljamo vrste, vzroke in posledice pojavljanja konfliktov ter načine njihovega reševanja. V raziskovalnem delu prispevka pa smo pridobili mnenje medicinskih sester o izkušnjah s konflikti. Zanimalo nas je, kateri so poglavitni vzroki za njihov nastanek v delovnem okolju medicinske sestre in kako se lotevajo njihovega reševanja.

Ključne besede: konflikti, reševanje konfliktov, medicinske sestre, komunikacija, medosebni odnosi

Solving Conflicts in the Workplace

Interpersonal relations are an integral part of our life and accompany us at every step. The lack of information and inappropriate communication can lead to the emergence of conflicts. Due to their nature of work, healthcare professionals are more exposed to the occurrence of conflicts. For better understanding, easier and faster recognition of conflict situations, healthcare professionals should be able to distinguish among different types of conflicts, know the causes and how to respond. The paper deals with the area of conflict resolution in the nurse's workplace. The theoretical part presents the conflict as a situation that is often present in the nurse's work. We point out the types, causes, consequences of the occurrence and ways of resolving conflicts. In the empirical part we wanted to obtain the opinion of nurses about their experiences with conflicts. We were also interested which the main causes of conflict in the work environment of nurses are and how they are solving them.

Key words: conflicts, conflict resolution, nurses, communication, interpersonal relations

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Zdravlje kao dio ljudskog kapitala

Zdravlje je, pored obrazovanja, osnovna komponenta ljudskog kapitala. Zdravlje pojedinaca ogleda se u biološkoj, psihološkoj i društvenoj sferi i njihovoj interakciji. Što neko društvo ima više zdravih individua, lakše je pokrenuti ekonomski razvoj. U oblasti zdravstvene zaštite, proizvodna funkcija reprezentuje relacije između zdravstvenog stanja (pojedince, određene grupe ljudi, ili nacionalne zajednice) i mnogih drugih faktora koji određuju taj status, odnosno određuju proizvodnju zdravlja kao dobra. Tu se ne misli toliko na zdravstvenu delatnost koja ima za svrhu sprečavanje bolesnih stanja (iako je i ona bitna), nego ponajpre na prevenciju i zdrav životni stil (ishrana, fizička aktivnost, nalaženje prave mere za svaku stvar, izbegavanje štetnih supstancija i zagađenja okruženja). Zdrav život, dakako, podrazumeva i dovoljno slobodnog vremena i primereni životni standard. Zdravlju radne snage naročito doprinosi zdrava ishrana, zdrava radna klima, primereni dnevni, nedeljni i godišnji odmori, primereno stambeno zbrinjavanje, organizovano zbrinjavanje male dece zaposlenih, organizovanje fizičkih i društvenih aktivnosti preduzeća i slično.

Ključne reči: ljudski kapital, zdravlje ljudi, zdravstveno stanje stanovništva, troškovi zdravstvene zaštite, efikasnost zdravstvene zaštite

Health as a Component of Human Capital

Health, in addition to education, is a basic component of human capital. Health of individuals is reflected in biological, psychological, and social sphere, and their interaction. Healthier individuals a society has, easier it is to run the economic development. In the area of health care, the production function represents the relation between health status (of an individual, certain group of people, or ethnic community) and many other factors that determine that status, i.e. determine the production of health as one of the goods. This does not refer so much to healthcare industry, which has the purpose of preventing diseases (although it is important as well), but, first and foremost, to prevention and healthy lifestyle (diet, physical activity, finding the right measures for each thing, avoiding harmful substances and pollution of the environment). Healthy life, of course, includes sufficient free time and appropriate living standard. Health of the labour is particularly improved by a healthy diet, healthy work environment, appropriate daily, weekly, and annual breaks, appropriate housing, organised care of employees' young children, organisation of physical and social activities in the company, and similar.

Key words: human capital, human health, health status of the population, health care costs, efficiency of health care

Uloga menadžmenta ljudskih resursa u primeni metode six sigma

Poboljšanje odvijanja poslovnih procesa, kao jedan od ključnih faktora za poboljšanje poslovnih performansi organizacije, u sve većoj meri se temelji na primeni koncepta six sigme, kao veoma aktuelnoj metodi iz oblasti upravljanja kvalitetom. Ključni elementi ove metode imaju naglašenu humanu dimenziju, zbog čega menadžment ljudskih resursa ima posebno značajnu ulogu u procesu njene primene. Ta uloga se u osnovi svodi na stvaranje socijalnih uslova za primenu ove metode, odabir, pripremu i motivisanje nosilaca aktivnosti u njenoj primeni.

Ključne reči: kvalitet, six sigma, menadžment, ljudski resursi, procesi

The Role of Human Resources Management in Applying the Six Sigma Method

Improvement of carrying out business processes, as one of the key factors for improving an organisation's business performance, is increasingly being based on the application of the six sigma concept, a very current method in quality management sector. Key elements of this method have an emphasised humane dimension, which is why human resources management has a significant role in the process of its application. This role basically refers to creating social conditions for application of this method, selection, preparation and motivation of those who carry out the activities its application.

Key words: quality, six sigma, management, human resources, processes

Globalizacija i konkurentnost bivših Jugoslovenskih Republika

Ovaj rad će sagledati nivo globalizacije i konkurentnosti Republike Srbije u poređenju sa bivšim Jugoslovenskim Republikama. Koristićemo KOF indeks globalizacije i Indeks globalne konkurentnosti za prikupljanje podataka i poređenje među zemljama. Nameravamo da istaknemo određene prednosti i nedostatke istraživanjem obuhvaćenih zemalja. Osnovna hipoteza koju ćemo testirati jeste pitanje da li viši nivo globalizacije nužno uslovljava i viši nivo konkurentnosti zemlje. Sagledaćemo vremensku seriju od nekoliko godina i testirati korelaciju između ova dva parametra. Radi poređenja u analizu ćemo uključiti i najglobalizovaniju zemlju po KOF indeksu, Holandiju, kao i najkonkurentniju prema GCI, Švajcarsku. Zatim ćemo se fokusirati na Republiku Srbiju, analizirati njene glavne prednosti i nedostatke, njenu poziciju u odnosu na druge zemlje i na kraju dati određene sugestije kako ta pozicija može da se poboljša.

Ključne reči: globalizacija, konkurentnost, korelacija, bivše Jugoslovenske Republike

Globalisation and Competitiveness of the Former Yugoslav Republics

This paper will examine the level of globalisation and competitiveness of the Republic of Serbia in comparison with the former Yugoslav republics. We will use the KOF index of globalisation and global competitiveness index for data collection and comparison between the countries. We intend to point out some advantages and disadvantages of the countries covered by the research. The main hypothesis is whether the higher level of globalisation necessarily leads to a higher level of competitiveness of the country. By considering time series of the past several years, we will test the correlation between these two parameters. For the purpose of comparison, the analysis will include the most globalised country by KOF index, the Netherlands, as well as the most competitive according to the GCI, Switzerland. We will also focus on the Republic of Serbia, analyse its main strengths and weaknesses, its position in relation to other countries and, finally, give specific suggestions on how this position could be improved.

Key words: globalisation, competitiveness, correlation, former Yugoslav Republics

Vpliv timskega dela na uspešnost podjetja NKD, d. o. o.

Veliko organizacij, ki stremijo k povečanju učinkovitosti in obstoju na trgu, se zateka k timskemu delu. Timsko delo se je začelo pojavljati v devetdesetih letih prejšnjega stoletja, predvsem na Japonskem in v Združenih državah Amerike, kajti podjetja so ugotovila, da se s timskim delom hitreje in lažje odzovejo na hitre interne in eksterne spremembe. Podjetja se v današnjem času soočajo z različnimi spremembami in pritiski, da bi izboljšala svoje delovanje. Da lahko preživijo na takšnem trgu, se morajo tem spremembam neprestano prilagajati. Timsko delo je prispevek podjetij k povečanju učinkovitosti. Cilj prispevka je ugotoviti, ali je uspešnost podjetja pogojena z njegovo timsko naravnostjo, ter predstaviti delovanje timov in rezultate dela v našem podjetju. V raziskavi smo primerjali delovanje timov na praktičnih primerih. Na podlagi tega smo preverjali zastavljena raziskovalna vprašanja o delovanju tima in njegovi uspešnosti v treh timih. Na podlagi raziskave smo sestavili nekaj predlogov za izboljšanje delovanja tretjega tima (npr. tečajji t. i. team buildinga), ki bi pomagali povečati njegovo učinkovitost.

Ključne besede: timi, timsko delo, naloge tima, uspešnost

Impact of Teamwork on the Performance of Company NKD, d. o. o.

Many organisations, aiming to increase the efficiency and existence in the market, implement teamwork. Teamwork began to emerge in the nineties, especially in Japan and the USA, since companies had found out that it was faster and easier to respond to rapid internal and external changes by implementing teamwork. Companies today are facing pressure and various changes in order to improve their performance. To survive in such a market, they must constantly adapt to changes. Teamwork is the corporate response to increasing efficiency. Aim of the paper is to determine whether the company's success is correlated with its team orientation, as well as to present the functioning of teams in the company and their work results. The functioning of teams was researched through practical cases, which also served as the basis for the review of research questions and performance in three teams. We prepared some suggestions for improving the functioning of the third team (i.e. teambuilding courses), which would help increase the team's efficiency.

Key words: team, teamwork, team tasks, performance

Prvostupnici Visoke škole Virovitica na tržištu rada

Tržište rada ima najvažniju ulogu u određivanju životnog standarda građana, a zaposlenost i proizvodnost rada bitno određuju proizvodne mogućnosti gospodarstva. Zbog toga je to područje od posebnog interesa za nositelje ekonomske politike, te je tržište rada na osobit način regulirano i na njemu su uspostavljene specifične institucije. Tranzicijski procesi u Hrvatskoj, na koje se nadovezala svjetska gospodarska kriza, imali su za posljedicu smanjivanje gospodarske aktivnosti i nagli pad zaposlenosti. S druge strane, današnje organizacije prihvatile su ljude, a ne novac, zgrade ili opremu za ključnu diferencijaciju poslovnih subjekata i njihovu uspješnost. Suvremene ekonomije nazivaju se i ekonomijama znanja u kojima ljudi postaju poluga za ostvarivanje profita. Trajne konkurentne prednosti u globalnoj ekonomiji su često lokalne jer proizlaze iz koncentracije visoko specijaliziranih sposobnosti i znanja. Cilj ovog rada je pokazati položaj prvostupnika Visoke škole Virovitica na regionalnom tržištu rada od kojih se kao najvažniji parametri razmatraju njihova zapošljivost i njeno trajanje.

Ključne riječi: tržište rada, ekonomija znanja, zapošljivost, prvostupnik

First-Cycle Graduates of College in Virovitica on Labour Market

Labour market has the most important role in determination of citizens' standard of living, while employability and labour productivity substantially determine production possibilities of the economy. That is the reason why this area is specifically interesting for policy makers in economy and why labour market is regulated in specific way with specific institutions established on it. Transition processes in Croatia, followed up by global economic crisis, resulted with reduced economic activity and rapid drop in employment. On the other side, nowadays organisations accepted people, but not money, buildings or equipment for crucial differentiation of businesses and their performance. Modern economies are known as economies of knowledge, in which people are key lever for earning profits. Durable competitive advantages in global economy are often local because they are result of highly specialised skills and knowledge. The aim of this article is to show the position of first-cycle graduates of College in Virovitica on the regional labour market, with their employability and its duration as the most important parameters.

Key words: labour market, economy of knowledge, employability, first-cycle graduate

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Promena organizacione kulture kao faktor uspeha

Novi uslovi poslovanja, koje je sa sobom doneo proces globalizacije, zahtevaju nova organizaciona ponašanja. U eri promena, na tržištu neće opstati ni najmoćniji, ni najveći, već oni koji se uspešno prilagođavaju promenama. U cilju opstanka, mnoge organizacije pristupile su promeni svoje organizacione kulture kao integrativnom sredstvu koje reguliše ponašanja članova organizacije i prožima sve njene aktivnosti. U radu će biti prikazani rezultati istraživanja o organizacionim kulturama u Republici Srbiji. Istraživanje je urađeno po modelu Denisona, na uzorku od hiljadu ispitanika. Rezultati istraživanja, dobijeni deskriptivnom analizom, pokazuju da u privrednim društvima u Republici Srbiji postoji izbalansiranost pojedinačnih faktora organizacione kulture (misije, konzistencije u radu, uključivanja zaposlenih i adaptibilnosti), što je prema pomenutom modelu poželjna karakteristika savremenih privrednih društava, ali i da prostora za njihovo unapređenje i uvođenje promena ima.

Cljučne reči: organizaciona kultura, promena, Denisonov model, Srbija

Change of Organisational Culture as a Factor of Success

Modern conditions of business, generated by globalisation, require a new organisational behaviour. In the era of change, neither the most powerful, nor the biggest will survive on the market, but those who can successfully adapt to changes. In order to survive, many organisations have accessed the change of the organisational culture as an integrative tool that regulates the behaviour of members of the organisation, and permeates all its activities. The paper will present the results of a research on organisational culture in the Republic of Serbia. The research was conducted on the model of Denison, on a sample of one thousand respondents. The results, obtained by descriptive analysis, show that there is a balance of individual factors of organisational culture (mission, consistency in work, employee involvement and adaptability) in companies in the Republic of Serbia, which is, according to the mentioned model, a desirable feature of modern companies, however, still leaving space for their promotion and introduction of changes.

Key words: organisational culture, change, Denison model, Serbia

Kvalitet obrazovanja i koncepti razvoja univerziteta

U radu se metodom teorijske analize sagledava stanje na polju kvaliteta visokog obrazovanja i odnos ovoga sa konceptima razvoja univerziteta. Smatra se da je akademska zajednica Srbije odraz društva u kome su časni, talentovani i vredni članovi te zajednice ugroženi plagijatima, predatorskim časopisima, a nacionalne institucije, univerziteti i instituti oćutali su brojne teme u srpskom visokom obrazovanju i nauci. Muk akademske zajednice Srbije je muk institucija i pojedinaca koji stvara razoćarenje i osećaj bespomoćnosti da se o kvalitetu obrazovanja promišlja iz ugla novih koncepata kojima bi se pokretala refleksivna otvorenost, prevazilazila kultura »individualizma« i pravili veći iskoraci ka saradnji i kritičkom preispitivanju. U radu se dalje obrazlažu koncepti koji sugerišu načine participativne i refleksivne otvorenosti za restrukturisanje univerziteta u pravcu prednosti timske konvergencije, zajedničkih vrednosti, respekta međusobne brige i cenjenosti u odnosu na dosadašnje procese linearnog upravljanja promenama.

Ključne reći: kvalitet obrazovanja, koncepti razvoja univerziteta

Quality of Education and the Concepts of University Development

Using the method of theoretical analysis, the paper deals with the condition of quality of higher education, as well as its relations to the concepts of the university development. It is generally considered that the academic community of Serbia reflects the society in which its honourable, talented and diligent members are jeopardised by the plagiarism and predatory journals, while national institutions, universities and institutes have remained silent at numerous topics related to Serbian higher education and science. Silence of the academic community of Serbia is the silence of institutions and individuals, causing disappointment and feeling of helplessness standing on the way to reflect on the quality of education from the perspectives of new concepts, which would initiate reflexive openness, overcome the culture of "individualism", and make bigger step towards cooperation and critical reconsideration. The text further explains the concepts suggested by some authors, which suggest the ways of participative and reflexive openness for university reconstruction leading to promotion of team convergence, common values, respect of mutual concern and appreciation as compared to the former processes of linear management change.

Key words: education quality, concepts of university development

HRM kao značajan faktor za postizanje konkurentske prednosti uz radnu snagu

Upravljanje ljudskim resursima je specifičan pristup za zapošljavanje koji nastoji postići konkurentsku prednost kroz strateški razvoj sposobne radne snage. HRM stimuliše svakog zaposlenika ka njegovom najvećem doprinosu u svrhu poslovanja. U radu se istražuju odnos između upravljanja ljudskim resursima i konkurentske prednosti. Ukupno 300 menadžera iz 30 različitih kompanija Bosne i Hercegovine su ispunili upitnik. Dizajn istraživačkog rada je istražiti zadati problem kroz anketna pitanja koja su fokusirana na upravljanje ljudskim resursima i konkurentsku prednost.

Ključne reči: HRM, konkurentska prednost, radna snaga

HRM as a Significant Factor for Achieving Competitive Advantage through Workforce

Human resource management (HRM) is a distinctive approach to employment management, trying to achieve competitive advantage through strategic development of a highly committed and capable workforce. HRM prompts and stimulates every employee to make their fullest contribution for the purpose of business. This paper investigates the relationship between HRM and competitive advantage. A total of 300 managers from 30 various companies in Bosnia and Herzegovina completed the survey questionnaire. The purpose of this paper is to explore the given problem through the survey questions, focused on HRM and competitive advantage.

Key words: HRM, competitive advantage, workforce

Kultura i održivi razvoj vs. globalizacija

Aspekti globalizacije su višestruki, te je razumijevanje, planiranje i upravljanje globalnim procesima učinkovito ako se uzmu u obzir gospodarska, tehnološka, informatička, politička, kulturna, demografska i ideološka dimenzija. Iako ekonomski proces nije jedini, i u međuovisnosti je s ostalim dimenzijama, tehnološki napredak, ICT i liberalizacija tržišta, financijski su doprinijeli najviše upravo u ekonomskom sferi. Pozitivnim učincima suprotstavljaju se socijalne nejednakosti, slabljenje socijalne države, hegemonizacija u području masovne kulture, tj. »stila života«, nametanje ideoloških obrazaca. Kultura je značajka svih tipova ljudskih društva, a određuju je obrasci ponašanja, zajedničke vrijednosti, oruđa, tehnike i tehnologije. Kultura može biti komparativna prednost i resurs na kojem se temelji razvoj. Održivi razvoj svoje uporište pronalazi u kulturi lokalnih zajednica. Kao odraz sveukupne društvene egzistencije jednog lokaliteta, kultura postaje autentičan resurs koji istovremeno štiti i održava identitet te minorizira negativne učinke globalne hegemonizacije.

Ključne riječi: globalizacija, održivi razvoj, kultura

Culture and Sustainable Development vs. Globalisation

Due to the multiple globalisation aspects, understanding, planning and managing global processes is effective only if economic, technological, informational, political, cultural, demographic and ideological dimension are considered. Although economic process is not singular, and is interdependent with other dimensions, technological progress, ICT and market liberalisation have mostly contributed in the economic sphere financially. Positive effects are opposed by social inequalities, weakening of social states, mass culture hegemony, i.e. "lifestyle", and imposition of ideological patterns. Culture is characteristic of all types of human society and is defined by behavioural patterns, common values, techniques and technologies. Culture could become a comparative advantage and a resource on which development is based. Stronghold of sustainable development is in the culture of local communities. As a reflection of the whole social existence of a location, culture becomes an authentic resource which simultaneously preserves and maintains identity, as well as diminishes negative effects of global hegemony.

Key words: globalisation, sustainable development, culture

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Metodološki pristop v turizmu

Vedno večje je število turističnih destinacij po vsem svetu, porasle pa so tudi investicije v turizem, zato je le-ta postal ključna gonila sila ekonomskega napredka z ustvarjanjem novih delovnih mest in podjetij, izvoznih prihodkov in razvoja infrastrukture. V zadnjih šestih desetletjih je turizem doživel tako širitev in raznolikost, da je lahko postal eden največjih in najhitreje rastočih gospodarskih sektorjev na svetu. Poleg tradicionalnih in priljubljenih turističnih destinacij v Evropi in Severni Ameriki so se uveljavile tudi nove, ki se še razvijajo. Mednarodni prihodi turistov so se povečali s 25 milijonov po vsem svetu v letu 1950, na 278 milijonov v letu 1980, in 1186 milijonov v letu 2015. Turizem doživlja neprekinjeno rast že desetletja. Kljub temu pa občasni gospodarski šoki vplivajo tudi nanj. Kljub temu pa lahko z rastjo sektorja dokazujemo njegovo moč in odpornost. Omenjeni šoki so specficirani in ustrezno testirani v prispevku. Prikazana raziskava je izvima, saj je raziskovalno področje turizma topogledno močno deficitarno. V raziskavi uporabimo statistične podatke, ki so uporabni tudi širše, predvsem pri kreiranju določenih elementov razvojne politike.

Ključne besede: turizem, rast, metodologija

Methodological Approach in Tourism

The number of tourist destinations worldwide is increasing, as well as investments in tourism, therefore the latter has become a key driver of economic progress through the creation of jobs and enterprises, export revenues, and infrastructure development. Over the past six decades, tourism has experienced such expansion and diversification, which made it one of the largest and fastest-growing economic sectors in the world. Many new destinations have emerged in addition to the traditional favourites of Europe and North America. International tourist arrivals increased from 25 million globally in 1950, to 278 million in 1980, and 1186 million in 2015. Tourism has boasted virtually uninterrupted growth for decades, despite occasional shocks, demonstrating the sector's strength and resilience. The mentioned shocks are specified and properly tested in the paper. The research is original, since the research field of tourism is severely deficient. In the research we use statistical data, which can also be used more extensively, primarily to create certain elements of development policy.

Key words: tourism, growth, methodology

Ženske v menedžmentu

Delitev dela na moško in žensko izhaja že iz kamene dobe, ko so začeli ženske izrivati kot udeleženske pri lovu zaradi nosečnosti, rojevanja otrok in skrbi za družino. Tako so bile počasi potisnjene na stran, prevzele so le skrb za dom in družino. Skozi zgodovino se je diskriminacija žensk še bolj okrepila, ko so bile dejansko na svetu zgolj za to, da so gospodinje in skrbele za moža. Obdobje feminizma je prineslo boj za ženske pravice, da bi končno dobile glas v družbi, ne samo kot matere in žene, ampak tudi kot osebe z vsemi pravicami, dolžnostmi in odgovornostmi, ki jih niso sposobni sprejemati samo moški. Boj za enakopravnost na delovnih mestih še vedno traja in menimo, da še vedno bo, kajti ženske smo še vedno tiste, ki moramo skozi biološki proces, če želimo družino, to pa terja svoj davek - izostajanje v službi. Kaj storiti glede tega? Težko je reči. Družina, kariera ali boj za oboje? Namen prispevka je predstaviti ravno te razlike med moškimi in ženskami. Predstaviti pa želimo tudi ovire, s katerimi se srečujemo ženske v menedžmentu.

Ključne besede: menedžment, vodenje, ženske vodje

Women in Management

The division of labour between men and women was already apparent during the Stone Age, when they began to push women out from the hunting grounds due to pregnancy, childbirth and motherhood. Thus, they were slowly driven out to the side, and their main concerns were only home and family. Throughout the history, the discrimination of women was strengthened, their role being solely housekeeping and care for their husbands. The period of feminism thus brought the struggle for women's rights in order to finally get a voice in society, not only as mothers and wives, but also as persons with all the rights, duties and responsibilities. The fight for equality in the workplace has been ongoing, and it will continue in the future, because women are still the ones who have to through a biological process if we want a family, which demands a certain price – being absent from work. What can be done? It is difficult to say. Family, career, or fighting for both? The purpose of this paper is to present precisely these differences between men and women, including the obstacles encountered by women in management.

Key words: management, leadership, women leaders

Vplivi obnove cest na eksternalije prometa in gospodarski razvoj

Več kot 70 % glavnih (G) in regionalnih (R) cest v Republiki Sloveniji je v mejnem, slabem ali zelo slabem stanju. Slabo stanje cestne infrastrukture povišuje ceno transporta oseb in blaga, kar negativno vpliva na narodno gospodarstvo in okolje. DRSI si je zato zadala nalogo, da s celovitim pristopom v srednjeročnem obdobju 2017-2023 obnovi strateške ceste v omrežju glavnih in regionalnih cest v Republiki Sloveniji. Za uresničitev zastavljenih ciljev je bil oblikovan finančni program s skupno vrednostjo 1.731 mio EUR, od tega 1.273 mio EUR za obnove voziščnih konstrukcij, 270 mio EUR za ukrepe na objektih, 105 mio EUR za geotehnične ukrepe in 83 mio EUR za ostale ukrepe. Določitev prioritete pri vzdrževanju cestnega omrežja je ključno za optimalno porabo razpoložljivih finančnih sredstev. V tem prispevku so prikazani pričakovani učinki programa celovite obnove strateških cest na gospodarstvo v regiji. Z uspešno izvedbo programa je pričakovati letno za okrog 90 mio EUR znižanja stroškov uporabnikov cestnega omrežja v osebnem in tovornem prometu ter nad 4 mio EUR znižanja letnih stroškov, ki so posledica emisij v okolje.

Ključne besede: ceste, vzdrževanje cest, gradnja cest, gospodarski razvoj, gospodarska rast, okolje, vplivi na okolje

Road Reconstruction Impacts on Transport Externalities and Economic Development

More than 70% of the main (G) and regional (R) roads in the Republic of Slovenia are in poor or very poor condition. The poor state of road infrastructure increases the costs of transport of people and goods, and consequently adversely influences the national economy. Slovenian Roads Agency has set medium-term 2017-2023 objectives to reconstruct the strategic main (G) and regional (R) roads in the Republic of Slovenia by integrated approach. The financial programme was set with a total value of 1,731 million EUR, of which 1,273 million EUR is planned for the reconstruction of roads, 270 million EUR for measures on facilities, 105 million EUR for geotechnical measures and 83 million EUR for other measures. Road network maintenance measures priority determination is essential for optimal consumption of available financial resources. In the paper we present the key expected impacts of the comprehensive road reconstruction on the regional economy. Successful implementation of the programme is expected to acquire about 90 million EUR per year in reduction of costs for passenger and freight transport, and over 4 million EUR per year in reduction of external costs related to emissions to the environment.

Key words: road maintenance, road construction, economic development, economic growth, environmental impacts

Oblikovanje modela telerehabilitacije v delovni terapiji pri bolnikih z revmatičnimi obolenji

V prispevku je predstavljen model inovacijskega pristopa k izvajanju delovne terapije pri bolnikih z revmatičnimi boleznimi, ki upošteva interese in stališča obolelega posameznika, omogoča upravljanje kronične bolezni z zagotavljanjem programov podpore in izobraževanjem, ki vključuje uporabo multimedijskih storitev. V modelu je predstavljen najprimemnejši tehnični vidik za uvedbo inovacij pri delovni terapiji z uporabo informacijsko-komunikacijske tehnologije (IKT). Z organizacijskega vidika so predstavljeni pogoji, ki so potrebni za uvedbo delovnoterapevtske rehabilitacije s pomočjo IKT. S kadrovskega vidika smo opredelili zahteve glede izvajalcev delovnoterapevtske rehabilitacije. Stroške zdravljenja bolnikov z revmatoidnim artritisom, stroške njihove dolgotrajne oskrbe in stroškovne prednosti telerehabilitacije smo prikazali s finančnega vidika. Z etičnega vidika smo predstavili zakonitosti, ki jih morajo spoštovati zdravstveni delavci pri izvajanju nove oblike rehabilitacije.

Ključne besede: telerehabilitacija, informacijsko-komunikacijska tehnologija, delovna terapija, revmatične bolezni

The Model of Telerehabilitation in Occupational Therapy of Patients with Rheumatic Diseases

The paper presents a model of innovation approach towards the implementation of occupational therapy in patients with rheumatic diseases, which considers the interests and views of the sick individual, and enables a better management of their chronic disease by providing support programs and education, including the use of multimedia services. The model presents the most appropriate technical aspect for introduction of innovation in occupational therapy with the use of information and communication technology (ICT). From the organisational aspect we present the conditions necessary for introducing occupational therapy rehabilitation with the help of ICT, and we also defined the staff requirements in the implementation of occupational rehabilitation. The costs for treating patients with rheumatoid arthritis, the long-term care costs, and cost benefits of telerehabilitation were defined from the financial aspect. From the ethical aspect we presented guidelines to be followed and respected by healthcare professionals in implementing new forms of rehabilitation.

Key words: designing the model, telerehabilitation, information and communication technology, occupational therapy, rheumatic diseases

Vloga dijaških domov v srednješolskem izobraževanju

Dijaški domovi imajo bogato zgodovino in so organizacije, ki imajo poseben družbeni pomen. Gre za pomemben segment v vzgojno-izobraževalnem procesu, saj so neizogiben del njenega sistema, zato je nujno, da so vključeni v vzgojno-izobraževalno politiko, ki narekuje srednješolsko izobraževanje. Tudi v preteklosti so dijaški domovi prevzemali pomembno vlogo, ne le na vzgojno-izobraževalnem področju, temveč tudi na socialnem in družabnem. Z dvigom ravni zavesti o pomenu izobraževanja se je namreč močno dvignila tudi intelektualna in izobrazbena raven zaposlenih v dijaških domovih, obenem pa so tudi dijaki deležni vedno boljših pogojev bivanja, kar omogoča kvaliteten razvoj njihovega potenciala in možnost dodatnega neformalnega izobraževanja, ki v sedanjem času dobiva vedno bolj pomembno mesto. Kljub vsem pozitivnim lastnostim, ki jih dijaški domovi nudijo širše, ne le za dijake, pa so v sedanjem času na nekakšni preizkušnji, saj je njihova prihodnost zaradi družbeno-političnih razmer negotova. Ne glede na situacijo (ali pa ravno zaradi tega) pa je to priložnost, da se okrepi delovanje dijaških domov in poudari njihova vloga v srednješolskem izobraževanju v preteklosti in sedanjosti.

Ključne besede: dijaški domovi, šolstvo, zgodovina, organizacije

The Role of Boarding Schools in Secondary Education

Boarding schools have a rich history and they are organisations with special social significance. They act as an important segment of the educational process, since they are an inevitable part of the system. Consequently, it is essential they are involved in educational policy of secondary education. Even in the past, boarding schools had an important role, not only in the educational field, but also in social, as well as on the intellectual level, especially in the recent period. By raising the level of awareness of the importance of education, the intellectual and educational level of employees in boarding schools have also been raised. Students have better living conditions, enabling them to fully develop their potential; furthermore, the possibility of additional non-formal education is available and is taking more and more important role. Despite all the positive characteristics that boarding schools provide to students and the wider community, they are facing some kind of test, as their future is uncertain due to the socio-political situation. Therefore, now we have an opportunity to strengthen the operation of boarding schools and highlight their role in secondary education in the past and the present.

Key words: boarding school, education, history, organisation

Dijaki z epilepsijo na praktičnem pouku

Epilepsija je najpogostejša nevrološka bolezen, zato je vedno več dijakov s to boleznijo vpisanih tudi na Srednjo zdravstveno šolo Celje. V prispevku je na kratko opisana epilepsija in vzroki za epileptične napade. Ti napadi lahko privedejo do epileptičnega statusa, zato je pomembna pravilna prva pomoč. Zelo pomembno je zdravljenje epilepsije, na bolezen pa vpliva tudi človekov način življenja. Raziskovalni del zajema anketo na Srednji zdravstveni šoli med 184 dijadi programov zdravstvena nega in bolničar/negovalec. Rezultati so pokazali, da so dijaki programa zdravstvena nega bolj poučeni o epilepsiji kot dijaki programa bolničar/negovalec. Cilj raziskave je bil predstaviti epilepsijo in epileptične napade, predvsem pa podučiti dijake, kako ukrepati ob epileptičnih napadih, saj se z njimi pogosto srečujemo tudi na naši šoli. Izpostavljena je odgovornost poklica medicinske sestre, opozorili pa smo tudi, da je lahko nevarno, če ima zdravstveni delavec tudi sam epilepsijo. V prispevku je predstavljeno, koliko dijaki dejansko vedo o tej bolezni. Nad rezultati smo bili razočarani, še posebej glede na dejstvo, da smo anketirali dijake zaključnih letnikov.

Ključne besede: epilepsija, dijaki, praktični pouk, zdravstveni delavci

Students with Epilepsy at Practical Classes

Epilepsy is the most frequent neurological illness, therefore, it is quite common that students with this disease also enrol at the Secondary School for Nurses Celje. The article briefly describes epilepsy as a disease and the causes of epileptic seizures. The seizures can lead to the epileptic status, thus the appropriate first aid, the treatment of epilepsy and the way of life of an epileptic are very important. The empirical part presents the results of the survey, carried out among 184 students of educational programmes health care and nursing assistant at the Secondary School for Nurses Celje. The results show that students of the four-year programme health care are more familiar with epilepsy than students of the three-year programme nursing assistant. The goal of our research was to present epilepsy and epileptic seizures to students, but most of all, to make them learn how to react in case of epileptic seizure, which is often the case in our school. We pointed out the importance of responsibility in the nursing profession, and potential dangers if a medical worker has this disease. The article also presents the students' knowledge of epilepsy, and the results were a bit disappointing, especially due to the fact that we interviewed the final-year students, expecting them to be more familiar with the disease.

Key words: epilepsy, students, practical classes, healthcare workers

Organizacioni aspekti upravljanja kriznim situacijama

Poznata činjenica je da se društvo konstantno menja i to je pojava koja utiče na rad preduzeća. Dakle, promene u društvu menjaju i ekonomiju. Na sve promene u okruženju preduzeća koje se moraju poštovati, mora se adekvatno odgovoriti. Obmuto, pasivnost kompanije da reaguje na promene, dovodi je u opasnost. Tada postaje manje konkurentna i gubi svoje tržište, dakle sve ono što ugrožava postojanje kompanije. Takve nepovoljne promene u poslovanju, sa tendencijom daljeg pogoršanja, nazivaju se kriza kompanije. Svaka promena ne vodi kompaniju u opasnost. Ali takođe, činjenica je da neke kompanije nisu spremne na promenu i da postoje mehanizmi koji mogu biti rana svest o opasnostima koje mogu nastati tiho i sa svih strana istovremeno. Rezultat toga, veliki broj naših kompanija je u krizi, sa zaduženošću i nelikvidnošću kao najčešćim problemima. Tako da možemo reći da danas živimo u svetu promena, ali i da će ih u budućnosti biti sve više. Kao rezultat, pre ili kasnije, kriza kompanije je neizbežna. Izgradnja sistema za detekciju promene i upozorenje o opasnosti treba da bude prioritet za preduzeća koja žele da prežive.

Ključne reči: kriza, upravljanje krizom, poslovne organizacije sistema

Organisational Aspects of Crisis Management

A well-known fact is that society is constantly changing, which is a phenomenon that affects the operation of an enterprise. Accordingly, changes in society also change the economy. All changes in the company environment must be observed and adequately addressed. In opposition, inactivity of the company to react to changes can be dangerous, since it becomes less competitive and loses its market, all of which threatens its existence. Such adverse changes in business, with a tendency of further deterioration, are called the company crisis. Every change does not necessarily mean jeopardy, however, some companies are not ready for changes, even though there are certain mechanisms which can act as an early awareness of the dangers occurring quietly and from all sides at the same time. Consequently, a large number of our companies is in crisis, indebtedness and illiquidity being the most common problems. We can say that today we live in a world of changes, but in the future, even more changes will occur. As a result, sooner or later, the company crisis is inevitable. Building a system to detect changes and to give a warning of the dangers should be a priority to enterprises that want to survive.

Key words: crisis, crisis management, business organisation system

Strategijsko upravljanje i strategijski projektni menadžment

U ovom radu se obrađuju i definišu osnovni elementi strategijskog projektnog menadžmenta, novog koncepta koji uvodi strategijsku perspektivu i strategijski način mišljenja u projektni menadžment. Pored razrade i prikaza osnovnih faza strategijskog projektnog menadžmenta u radu je obrađena i projektna strategija.

Ključne reči: menadžment, strategija, projekti, programi

Strategic Management and Strategic Project Management

This paper deals with and defines the basic elements of strategic project management, which is a new concept introducing the strategic perspective and strategic way of thinking in project management. In addition to elaboration and presentation of the basic stages of strategic project management, this paper also discusses project strategy.

Key words: management, strategy, projects, programmes

Organizacija stručne prakse u zdravstvenim ustanovama

U stručnom osposobljavanju se još od početka institucionalnog obrazovanja koristi praktičan rad kao nezamenjiv način sticanja neophodnih znanja, umenja, veština i navika. Ovo se posebno odnosi na obrazovanje medicinskih sestara. Uvek je postojala potreba za posebnim osposobljavanjem budućih sestara za poziv, koja se razlikovala od školskog učenja, a koje se odvijalo u zdravstvenim ustanovama bez nadzora nastavnika – stručna praksa. Cilj rada je utvrditi značaj dobre organizacije stručne prakse za sticanje veština kod studenata – budućih strukovnih medicinskih sestara. Studenti procenjuju da im stručna praksa više omogućava sticanje veština za profesionalni rad. Stručna praksa dominira u odnosu na redovnu nastavu u pogledu osposobljavanja studenata. Dobro organizovana stručna praksa je najznačajniji način za sticanje veština za profesiju medicinske sestre i u direktnoj je korelaciji sa kvalitetom pruženih zdravstvenih usluga. Realizacija stručne prakse zahteva visok stepen organizovanosti kako od strane škole tako i od strane zdravstvene ustanove u kojoj se stručna praksa odvija.

Ključne reči: organizacija, obrazovanje, stručna praksa

Organisation of Professional Practice in Healthcare Institutions

Since the beginning of institutional education, practical work as a way of acquiring necessary knowledge, skills and habits in professional training, is indispensable. This particularly applies to the education of nurses. There has always been a need for special training of future nurses for the profession, which is different from school learning and has been taking place in healthcare institutions without the supervision of teachers - professional practice. The aim of the study is to determine the importance of a good professional practice organisation for the acquisition of skills in students - future professional nurses. Students estimate that professional practice helps them more in acquisition of skills for professional work. Professional practice dominates regular classes in terms of student training. Well-organised professional practice is the most important way of acquiring skills for nurses, and correlates directly with the quality of provided healthcare services. Implementation of professional practice requires a high degree of organisation both by the school and by the healthcare institution where the professional practice takes place.

Key words: organisation, education, professional practice

Funkcije i principi upravljanja školom kao pedagoškim sistemom

U razmatranju strukturalnih komponenti i mehanizama upravljanja školom polazi se od nužnosti zasnivanja upravljanja školom na teorijsko-metodološkim pristupima teorije upravljanja socijalnim sistemima. U radu se posebno objašnjavaju ciljevi unutarškolskog upravljanja školom koji se odnose na: određivanje i operacionalizaciju ciljeva upravljanja; konstruisanje modela za ostvarivanje projektovanih ciljeva; stvaranje organizacionih uslova i izgradnju mehanizama koji obezbeđuju optimalnu realizaciju upravljačkih ciljeva; praćenje i kontrolu ostvarivanja upravljačkih zadataka i obezbeđivanje alternativnih programa za korekcije i intenziviranje/optimizaciju realizovanja upravljačkih zadataka. Kao osnovne funkcije upravljanja školom, koje obrazuju jedinstven upravljački ciklus, objašnjene su: informativno-analitička; plansko-prognostička; organizaciona; kontrolno-dijagnostička i regulatomo-korektivna. U radu su razmotreni sledeći principi upravljanja školom: demokratizacija i humanizacija upravljanja; sistemnost i celovitost; racionalno spajanje centralizacije i decentralizacije upravljanja; naučna zasnovanost upravljanja i objektivnosti, potpunosti i regularnosti informisanja.

Ključne reči: upravljanje, škola, ciljevi, funkcije, principi, sistemski pristup, model

Functions and Principles of the Management of School as a Pedagogical System

In consideration of structural components and mechanisms of school management, we start from the necessity of establishing the latter on theoretical and methodological approaches to the theory of managing social systems. The paper explains the specific objectives of internal school management relating to: definition and operationalisation of management objectives; constructing a model to achieve the projected goals; creation of organisational conditions and building mechanisms that ensure optimum realisation of objectives; monitoring and control of management tasks and providing alternative programmes for corrections and intensification/optimisation of the tasks. As the basic functions of school management, which form a unique management cycle, we explain: informational-analytical; planning-forecasting; organisation; control-diagnostic, and regulatory-corrective functions. The following principles of school management are addressed: democratisation and humanisation of management; systematism and integrity; rational merging of management centralisation and decentralisation; scientific foundation of management and objectivity, completeness and regularity of information.

Key words: management, school, objectives, functions, principles, system approach, model

Marketing mix kao kriterijum za tržišno pozicioniranje robne marke

Jake robne marke su rezultat marketinških veština preduzeća i predstavljaju njegove najbolji proizvodi. Zajedničko im je što obuhvataju proizvod ili asortiman proizvoda odgovarajuće cene, koje potrošaču nude visok i stalan kvalitet. Sastavne delove marke predstavljaju sam proizvod, pakovanje, naziv marke, unapređenje prodaje, oglašavanje i celokupna prezentacija. Prema tome, robna marka je spoj svih elemenata: fizičkih, estetskih, racionalnih i emotivnih. Termin »marketing mix« često se koristi da bi se opisao proces razvoja nove robne marke. Preduzeća spajaju niz atributa i sjedinjuju ih na jedinstven način, a krajni rezultat mora da bude različit od konkurentskih marki, odnosno potrošač mora imati razloga da izabere jednu marku od mnoštva drugih. Uspeh robne marke na domaćem i međunarodnom tržištu ne može se postići bez doprinosa optimalne kombinacije instrumenata marketing miksa.

Ključne reči: robna marka, marketing mix, pozicioniranje, necenovna konkurentnost, lojalnost potrošača

Marketing Mix as the Criterion for Market Positioning of a Trademark

Strong trademarks are the result of the marketing skills of the company and represent its best products. They all include the product or range of products with appropriate price, which offer the consumer a high and constant quality. Components of the trademark are the product, packaging, name, sales promotion, advertising and overall presentation. Therefore, the trademark is a combination of all the elements: physical, aesthetic, rational and emotional. The term »marketing mix« is often used to describe the process of developing a new trademark. Enterprises connect a set of attributes and combine them in a unique way, but at the end the result must be different from the competitive trademarks, and the consumer must have a reason to choose one particular trademark among many others. The success of a trademark in domestic and international markets cannot be achieved without contributing the optimal combination of marketing mix elements.

Key words: trademark, marketing mix, positioning, non-price competitiveness, customer loyalty

Dejavniki gospodarske razvitosti

Strokovna literatura razlikuje med gospodarsko rastjo in gospodarskim razvojem. Najbolj uporabljena mera gospodarske rasti je bruto domači proizvod, ki je tržna vrednost končnih proizvodov in storitev na območju neke države v danem letu. Meri torej količinski porast fizičnega obsega, kvantitativno stran, medtem ko gospodarski razvoj poleg omenjenega vključuje tudi kvalitativno izboljšanje. Gre za družbeno-ekonomski proces, katerega cilj je izboljševanje blaginje posameznika in s tem prebivalstva kot celote. Vendar pa države z visokim bruto domačim proizvodom na prebivalca niso nujno tudi gospodarsko razvite države. Ekonomisti so preučevali dejavnike gospodarske razvitosti in modele gospodarske rasti vse od Solowa naprej. Uporabljajo tehnologijo, znanje in človeški kapital kot (ključne) dejavnike gospodarske razvitosti. Z empirično raziskavo smo preverili teoretične izsledke.

Ključne besede: gospodarska rast, gospodarska razvitost, dejavniki, raziskave

Factors of Economic Development

Professional literature distinguishes between economic growth and economic development. The most commonly used measure of economic growth, gross domestic product, is the market value of the final goods and services produced within a country in a given year. It measures the quantitative increase of physical scale, i.e. quantitative side, whereas economic development besides the aforementioned includes qualitative improvement, and is considered a socio-economic process, which aims at improving the wellbeing of the individual and, consequently, the population as a whole. However, countries with high gross domestic product per capita are not necessarily economically developed countries. Economists have studied the factors of economic development and economic growth models ever since Solow. They use technology, knowledge, and human capital as one of the (critical) factors of economic development. The empirical research confirms the theoretical findings.

Key words: economic growth, economic development, factors, research

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Vpliv človeškega kapitala na poslovno uspešnost turističnih agencij

Raziskava preučuje vpliv dejavnikov človeškega kapitala na uspešnost poslovanja turističnih agencij in njihovih poslovalnic v Sloveniji. Glede na slovensko klasifikacijo dejavnosti je njihova glavna dejavnost organiziranje potovanj preko potovalnih agencij, rezervacije in druge s potovanji povezane dejavnosti. Kvantitativna raziskava temelji na analizi vprašalnikov. V vzorec so bile zajete 103 turistične agencije in njihove poslovalnice. Sodelovalo je 336 zaposlenih, ki so bili glede na svojo funkcijo lastniki/menedžerji/vodje in drugi zaposleni. Model prikazuje vpliv v raziskavo vključenih spremenljivk človeškega kapitala na uspešnost poslovanja turističnih agencij.

Ključne besede: človeški kapital, turizem, agencije, uspešnost poslovanja

Influence of Human Capital on Business Performance of Travel Agencies

Research explores the influence of human capital on performance of travel agencies and their branch offices in Slovenia. According to Slovenian classification of activities, their main activities are organising tours through travel agencies, bookings and other travel-related activities. The quantitative research is based on the analysis of written questionnaires from 103 travel agencies and their offices, completed and answered by 336 respondents in function of owners / managers / heads of departments and other employees. The model shows the involved variables of human capital on business performance of travel agencies.

Key words: human capital, tourism, agencies, business performance

Kakovostno preživljanje prostega časa zaposlenih v zdravstvenih ustanovah

Kakovostno preživljanje prostega časa postaja eno pomembnejših področij v življenju vsakega posameznika. Namenjeno je počitku, razvedrilu in razvoju osebnosti. Prosti čas pozitivno vpliva na zdravje, telesni in mentalni razvoj. Samo delo in dom nista dovolj. Potrebujemo tudi različne dejavnosti, kot so šport, glasba ali kaj drugega, kar nas zbližuje kot ljudi. Usklajevanje prostega in delovnega časa je danes vedno težje. Delavnik pa je vse pogosteje daljši od uradnega in pogosto posega v prosti čas posameznika. Delo se mnogokrat (neplačano) jemlje domov in velikokrat se delajo nadure med vikendi, prazniki in dolgo v noč. Poseganje v prosti čas in neodločno postavljanje meja pa lahko vodi v utrujenost, izčrpanost, dodatne skrbi, nezadovoljstvo, naveličanost in nemotiviranost. V preživljanje prostega časa medicinskih sester so pogosto vključeni posamezni dogodki iz delovnega okolja, ki so predvsem čustvene narave. Telesna utrujenost je lahko posledica umika dela (nočna dežurstva) in premajhnega števila zaposlenih medicinskih sester, kar pa je zanemarljivo v primerjavi s psihičnimi obremenitvami, predvsem s čustveno izčrpanostjo po prihodu iz službe. Čeprav je delo pogosto v užitek in radi hodimo v službo, mora biti nekje črta med zasebnostjo in kariero.

Ključne besede: prosti čas, kakovost, kakovost življenja, delo, zdravstveni delavci

Healthcare Institutions Employees' Quality Free Time

Spending quality free time is becoming one of the most important areas in life for each individual. We devote it to resting, entertainment and development of personality. Free time positively affects health, physical and mental development. Only work and home are not enough. We require different activities as well, such as sports, music or something else that brings people together. It is much harder nowadays to coordinate free and work time. Working hours are being extended and they often interfere with the individual's free time. Work is often performed at home without being paid and overtime is done during weekends, holidays and at night. Interfering with free time and indecisively setting boundaries can lead to exhaustion, worry, dissatisfaction, tiredness and lack of motivation. Emotional events regarding work are often present in nurses' free time. Physical tiredness can be the consequence of the timetable itself (night shifts), and the small number of employed nurses, which is negligible compared to mental stress, especially the emotional exhaustion after coming home from work. Even though work is often a pleasure, and we enjoy going to work, a line between private life and career must be drawn.

Key words: free time, quality, quality of life, work, healthcare workers

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Psychological Effects of Globalisation on Identity

It is obvious that reflections of globalisation on economic, social, political, socio-cultural and other life areas can be observed through a positive discourse. However, these often (un)predictable, turbulent changes and challenges have negative influences on the personality which is expressed as "attack" on it, on its identity and integrity, or its fundamental understanding. For these reasons, a need to study globalisational reflections from the psychological point of view is justified. The main problem of this paper is actualisation and more effective perception of central psychological effect of globalisation, and that is identity transformation or answering the question "Who am I?". The aim of this paper is to encourage thinking about the future of the formation and transformation of identity under the influence of globalisation. The paper will analyse benchmarks, transformation forms, meaning and perspectives of identity according to Ericsson's concept of identity. Finally, the paper will address the opinion about personal templates of functioning, audited as a result of (too) aggressive impact of globalisation on the new psychological repertoire, and adequate time in which the person takes part. The main question remains open: how can psychology assist in these processes?

Key words: globalisation, identity, transformation

Psihološki učinki globalizacije na identiteto

Očitno je, da je vpliv globalizacije na ekonomsko, socialno, politično, družbeno-kulturno in druga področja življenja moč opazovati skozi pozitivni diskurz. Vendar pogoste, (ne)predvidljive, burne spremembe in izzivi negativno vplivajo na osebnost ter se izražajo kot »napad« nanjo, na njeno identiteto in integriteto oz. njeno temeljno razumevanje. Zaradi omenjenih razlogov je preučevanje vpliva globalizacije s psihološkega vidika upravičeno. Glavni problem, obravnavan v prispevku, je aktualizacija in učinkovitejše dojetje osrednjega psihološkega učinka globalizacije, ki se nanaša na preoblikovanje identitete, oz. odgovor na vprašanje „Kdo sem jaz?“. Cilj prispevka je spodbuditi razmišljanje o prihodnosti nastajanja in transformacije identitete pod vplivom globalizacije. Analizirali bomo merila, oblike transformacije, pomen in perspektive identitete v skladu z Ericssonovim konceptom identitete. Prispevek bo obravnaval predloge za človekovo ravnanje, ki bo zaradi (pre)agresivnega vpliva globalizacije na njegovo psihično stanje prilagojeno času, v katerem deluje. Glavno vprašanje ostaja odprto: kako lahko psihologija pomaga pri teh postopkih?

Ključne besede: globalizacija, identiteta, preoblikovanje

Značaj aktuelnih finansijskih izvještaja u globalnim poslovnim procesima

Ako imamo na umu da finansijski izvještaji prikazuju finansijski položaj, odnosno finansijski uspjeh i novčane tokove subjekta, kao i ostvarene poslovne rezultate, logično se postavlja pitanje o kojim se informacijama radi. Prije svega finansijski izvještaji nam pružaju informacije o imovini, o obavezama, o kapitalu, prihodima i rashodima uključujući dobitke i gubitke, uplatama vlasnika kao i isplatama vlasnicima koji djeluju u svojstvu vlasnika kao i informaciju o novčanim tokovima subjekta. Globalizaciju možemo posmatramo kao kontinuirani proces kojim se savremeni svijet razvija, proces ekonomskog razumijevanja, povezivanja i objedinjavanja savremenih društava u jedinstveni globalni poslovni proces. Svjedoci smo kontinuiranog usklađivanja nacionalnih zakonodavnih računovodstvenih okvira i prilagođavanja zahtjevima globalnog procesa harmonizacije takozvanog modernog računovodstva zasnovanog na primjeni MRS i prihvatanjem, odnosno primijenjivanjem standarda finansijskog izvještavanja tj. obaveznom primjenom (MSFI) Međunarodnih standarda finansijskog izvještavanja. Nužnost standardizacije finansijskog izvještavanja na globalnom nivou je bio neophodan uslov u stvaranju globalnih poslovnih procesa.

Ključne riječi: globalizacija, finansijsko izveštavanje, međunarodni računovodstveni standardi, usklađenost

Significance of the Current Financial Reports in Global Business Processes

If we take into consideration that financial reports show the financial position, i.e. the financial success, the subject's cash flow, and the achieved business results, the question what information we are dealing with, is logical. First and foremost, financial reports provide us with the information concerning assets, capital, revenues and expenses, including profits and losses, payments by the owners and payouts to the owners, as well as the information concerning the subject's cash flows. We can observe the globalisation as a continuous process through which the modern world keeps developing; the process of economical understanding, connecting and unifying modern societies into a unique global business process. We are witnessing a continuous convergence of national legislative and accounting frames, and adjustments to the demands of the global harmonisation process of the so-called modern accounting based on the IAS application, including the acceptance or application of the financial reporting standards, i.e. the mandatory application of the (IFRS) International Financial Reporting Standards. The need for standardising financial reporting on a global level has been a necessary condition in creating global business processes.

Key words: globalisation, financial report, international accounting standards, compatibility

Marketinške strategije v globalni oblačilni industriji

V svetu se dogajajo velike spremembe tudi na področju oblačilne industrije. Pomemben tržni delež imajo globalni proizvajalci iz EU, ZDA in Kitajske. Veliki globalni trgovci in proizvajalci se morajo v svojih trženjskih aktivnostih čim bolj prilagoditi ciljnim trgom. Trge je treba segmentirati, svoje produkte in blagovne znamke visoko tržno pozicionirati ter pripraviti ustrezne marketinške strategije. Svoje marketinške aktivnosti morajo usklajevati v okviru globalnega okolja. Na globalnem trgu lahko nastopajo z enotno, standardizirano globalno marketinško strategijo ali pa izdelajo marketinško strategijo, prilagojeno posameznemu trgu (državi). V prispevku so poleg teoretičnih izhodišč predstavljene še ugotovitve globalne tržne raziskave, ki smo jo izvedli na vzorcu mladih iz Slovenije, Avstrije, Nemčije in ZDA. Na podlagi teh ugotovitev predlagamo ustrezno strategijo oglaševanja na preučevanih trgih. Glede na ugotovljena razhajanja v percepciji vpliva in pomena posameznih dejavnikov nakupnega odločanja in vpliva virov informacij na nakup oblačil predlagamo globalnim proizvajalcem kombinirano strategijo oglaševanja.

Ključne besede: oblačilna industrija, segmentiranje, pozicioniranje, marketinške strategije

Marketing Strategies in the Global Clothing Industry

Great changes are happening in the world and in the clothing industry. Global manufacturers from the EU, USA and China have an important market share. The big global retailers and manufacturers have to adapt their marketing activities more and more to their target markets. Markets need to be segmented; their products and brands need high market positioning, and appropriate marketing strategies need to be prepared. Their marketing activities have to be brought into line within the global environment. On the global market they can perform with a unified, standardised global marketing strategy, or they create a marketing strategy adapted to a particular market (country). Besides theoretical bases, in the article we also present the findings of a global market research carried out on the sample of youth from Slovenia, Austria, Germany and the USA. Based on the findings we suggest an appropriate advertising strategy on the studied markets. Considering the identified differences in perception of impact and importance of individual purchase decision factors, as well as the impact of information sources on purchase of clothes, we propose a combined advertising strategy to the global manufacturers.

Key words: clothing industry, segmentation, positioning, marketing strategies

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Ljudski resursi - strateški kapital za održiv ekonomski razvoj

Moderno upravljanje ljudskim resursima sve veću važnost pridaje ljudskog kapitala, što je ključan faktor za produktivnost i ekonomski rast. Interes ovog rada usmjeren je na ljudski kapital kao ključnu varijablu u upravljanju ljudskim resursima i uključuje teoretsku razradu i empirijsku validaciju veze između različitih dimenzija ljudskog kapitala s ciljem učinkovitog ekonomskog razvoja. Teorijska osnova rada je pozitivna psihologija Selidzhmena, koja istražuje ljudskog kapitala kao potencijal za potpuno samospoznaje, što dovodi do pozitivnih ekonomskih rezultata. U radu se aktualiziraju nekoliko istraživačkih pitanja: koje su najvažniji dimenzije upravljanja ljudskim kapitalom, dali se on može razviti i sa kolim dimenzijama ličnosti je u korelaciji. U tom kontekstu, istražuje se odnos između emocionalnog, socijalnog i intelektualnog kapitala i poticaje za ulaganje u edukaciji i stručnog razvoja. U radu se zaključuje da je razvoj ljudskog kapitala kritična odrednica dugoročne održivosti. Napori za ubrzavanje evolucije ljudske svijesti i pojavu mentalnih samosvjesnih pojedinaca je najučinkovitiji pristup kako bi se osigurala održiva budućnost.

Ključne reči: upravljanje ljudskim resursima, ljudski kapital, ekonomska održivost, evolucije

Human Resources - Strategic Capital for Sustainable Economic Development

The modern management of human resources applies greater importance to human capital, which is central to the productivity and economic viability. The interest of this paper is focused on human capital as a crucial variable in managing human resources, and includes theoretical elaboration and empirical validation of the relationship between the various dimensions of the human capital aimed at efficient economic development. Theoretical basis of the paper is Seligman's positive psychology, which explores human capital as the potential for complete self-realisation, which leads to positive economic results. The paper also actualises several research questions: what are the most important dimensions of human capital; can it develop and which dimensions of personality it correlates with. In this context, the research is exploring the relationship between emotional, social and intellectual capital, including incentives for investing in the fields of professional training and development. The research concluded that development of human capital is a critical determinant of the long-term economic sustainability. Efforts to accelerate the evolution of human consciousness and the emergence of mental self-confident individuals is the most effective approach to ensure a sustainable future.

Key words: human resources management, human capital, economic sustainability, evolution

Implementacija upravljanja ravni storitev v organizaciji

Vodenje procesov pri upravljanju informacijske tehnologije organizacije postaja vedno bolj pereč problem in je ključno za meritve kakovosti in učinkovitosti pri zagotavljanju posamezne storitve. V poslovnem svetu je zelo uveljavljena metodologija ITIL (Information Technology Infrastructure Library), ki temelji na dobrih izkušnjah upravljanja IT in je vsebinsko popolnoma procesno naravnana. Metodologija ITIL usklajuje predvsem procese upravljanja informacijske tehnologije s poslovnimi procesi organizacije. Z vidika upravljanja storitev na področju IT pa je to eden ključnih procesov upravljanja ravni storitev (Service Level Management). Vključen je v celotno področje upravljanja storitev, od storitvenega centra (Service Desk) do upravljanja konfiguracij (Configuration management) in upravljanja z dobavitelji (Supplier management). Proces SLM je namenjen nadziranju in spremljanju izvajanja storitev s stalno težnjo po zagotavljanju optimalne kvalitete teh storitev in po njihovi skladnosti s poslovnimi potrebami v programu stalnih izboljšav (CSIP - Continual Service Improvement Program). Seveda pa so implementacije tako kompleksnih procesov zahtevne in terjajo množico aktivnosti tudi glede določanja vlog in odgovornosti v procesu. V prispevku so predstavljeni ključni koraki pri uvedbi procesa, implementacija procesa in povezanost z ostalimi procesi v sklopu dizajniranja IT storitve (Service Design) v organizaciji.

Ključne besede: procesi, upravljanje, storitve

Implementation of Service Level Management Process in the Organisation

Process management in managing the organisation's information technology is becoming a more serious problem day after day, and it is crucial for quality measurements and the effectiveness of providing individual services. In the business world, the ITIL (Information Technology Infrastructure Library) methodology is well established. ITIL is an empirical IT methodology and its contents are completely process-oriented. This methodology mostly coordinates information technology management processes with business organisation processes. From the aspect of IT service management, it is a crucial process of the so-called Service Level Management. It is involved in virtually the whole field of process management, from Service Desk, to Configuration Management and Supplier Management. The Service Level Management process is used to oversee and control the execution of services with a constant need of ensuring the optimal quality of those services and their coordination with business needs towards CSIP (Continual Service Improvement Program). Undoubtedly, the implementation of such complex processes is quite difficult and requires a mass of activities, even those concerning role decisions and process accountability. In the paper, we to present the key steps in setting up a process, implementation of the process and coordination of the process with others in the system of designing IT services (Service Design) in the organisation.

Key words: processes, management, services

Primerjava menedžmenta v zdravstvu in v zasebnem sektorju

Naloga menedžerjev je, da s pomočjo načrtovanja, organiziranja, vodenja in nadzora uresničujejo zastavljene cilje zdužbe na učinkovit in uspešen način. Menedžerji v zdravstvu poleg poslovnih ciljev zasledujejo in izpolnjujejo tudi občutljive zdravstvene in socialne cilje, povezane s solidarnostjo, enakostjo in pravično dostopnostjo do zdravstvenih storitev. Delujejo pod močnim vplivom zunanjega in notranjega okolja. Omejujejo jih mnogi predpisi. Za zdravstveni sistem je značilno, da se njegov menedžment v primerjavi z gospodarskim ni razvijal in prilagajal novim zahtevam in izzivom dovolj hitro in kakovostno. Menedžersko znanje je bilo tako povsem zapostavljeno, še posebej funkcija vodenja. Menedžerji v zdravstvenih zavodih niso razvili elementov strateškega menedžmenta tako kot menedžerji v zasebnem sektorju. Menedžment v zdravstvu ima premajhno avtonomijo. Dobiti mora primerna orodja za kadrovanje in stimuliranje zaposlenih, prav tako pa mora biti primerno stimuliran in nagrajen tudi sam. Za menedžment v javnem sektorju in v zdravstvu je značilen velik vpliv politike na kadrovanje, odsotnost jasnih kriterijev za merjenje njegove uspešnosti, nedorečena odgovornost in nestimulativno nagrajevanje.

Ključne besede: menedžment, zdravstvo, učinkovitost, uspešnost, cilji

Comparing Management in Health Care and Private Sector

The task of managers is to achieve the set objectives of an organisation in an efficient and effective manner by means of planning, organising, managing and controlling. Managers in health care, in addition to pursuing business goals, also pursue and meet the sensitive health and social objectives connected with solidarity, equality and equitable access to healthcare services. They work under the strong influence of external and internal environment, and are limited by many regulations. It is characteristic for the healthcare system that its management compared with management in the economic sector has not developed and adapted to new requirements and challenges quickly enough, nor of sufficiently high quality. Managerial skills have been completely neglected, especially the function of leadership. Managers of healthcare institutions, unlike managers in the private sector, have not developed elements of strategic management. Management in health care does not have enough autonomy. It needs to obtain appropriate tools for recruitment and motivation of employees, and needs to be properly stimulated and rewarded itself. Characteristic of management in the public sector and the healthcare sector is a large impact of the politics on the recruitment, the absence of clear criteria for measuring the management performance, undefined responsibility and non-stimulative reward system.

Key words: management, health care, effectiveness, performance, objectives

Osebnostne lastnosti vodij 21. stoletja

Na uspešnost organizacije vpliva mnogo dejavnikov. Mednje lahko štejemo vire in sredstva, s katerimi organizacija razpolaga, inovativnost, konkurenčnost, tehnologijo, opremo in še mnogo drugih. A dejstvo je, da v času gospodarske krize vedno večji pomen dobiva človek in njegov kapital. Organizacija predstavlja skupek ljudi, ki so vsakodnevno povezani v medsebojna razmerja in skupaj delujejo v smeri doseganja zastavljenih ciljev, zato lahko trdimo, da so ravno ljudje vir uspeha. Seveda pa je treba ljudi ustrezno voditi, jih spodbujati, učiti – tu pa je pomemben vodja, ki najbolj vpliva na uspešnost organizacije, usklajuje njeno delovanje in usmerja delo podrejenih ter jih s tem vodi k zelenemu cilju. Če dobro opravlja svoje delo, bo organizacija uspešna, drugače ne doseže zastavljenih ciljev in v najslabšem primeru lahko celo propade. Na vedénje vodje in na način, kako ta opravlja svoje delo, vpliva njegova osebnost, njegove sposobnosti, znanje, ki si ga pridobi z ustreznim izobraževanjem, in njegove vrednote. Raziskava kaže, da se posamezniki dobro zavedajo vpliva človekove osebnosti na uspešnost vodjih in njih samih.

Ključne besede: vodje, organizacije, osebnostne lastnosti

Personality Traits of the 21st Century Leaders

Success of the organisation depends on many factors, including resources and assets owned by the company, innovativeness, competitiveness, technology, equipment, and many others. But the fact is, that in times of economic crisis, a man and his capital is becoming increasingly important. An organisation represents a group of people, who are daily connected in their mutual relations, and they work together towards achieving the set goals. Therefore, people are the ones that are crucial for success. However, people have to be guided, encouraged and taught, and here a leader has a very large impact on the organisational performance. They coordinate work of the entire organisation and direct the work of employees, leading them to the desired objective. If the leader is good at carrying out their work, the organisation will be successful; otherwise, the organisation will not reach the objectives, and in the worst case, it can even collapse. Personality, abilities, knowledge and values of the leader influence their way of conducting business. The research shows that both leaders and individuals are well aware of the impact of human personality on success.

Key words: leaders, organisations, personality traits

Metode in tehnike selekcije zaposlenih v zdravstveni negi

Zdravstvo je zelo specifično področje in zdravstvene ustanove se vse bolj zavedajo, da so človeški viri v njihovi organizaciji zelo pomemben faktor, saj je z izkušnjami in specifičnim znanjem zelo dragocen in zato težko zamenljiv. Ustrezne delavce je težko pridobiti ali izučiti v kratkem času, zato je enako pomembno, kot pridobivanje novih delavcev, da obstoječe izučene zaposlene obdržimo v organizaciji. V prispevku predstavljamo rezultate raziskave, v kateri smo zaposlene v zdravstvu povprašali o njihovih izkušnjah z izbiro ter o njihovem pogledu na izbiro delavcev v njihovih delovnih organizacijah.

Ključne besede: zdravstvena nega, zaposleni, izbira

Methods and Techniques of Selecting Human Resources in Health Care

Health care institutions are becoming increasingly aware that human resources are a very important factor for their organisation, since their particular experience and specific knowledge are very valuable and, consequently, cannot be substituted. These positions require both specific skills as well as experience. Human resources of a desired quality are difficult to obtain and/or train in the short term; therefore, the same attention as given to attracting new personnel, must be given to ensuring that the existing, trained personnel remains in the organisation. In this paper, we examined the literature on methods and techniques of personnel selection, and supported it with a questionnaire targeting specific personnel in the health sector, asking them about their experience and their view on the personnel selection.

Key words: health care, employees, selection

Nova psihologija uspjeha-paradigma uspješnosti socio-ekonomskog okruženja EU

Nova psihologija uspjeha u EU i svijetu, zahtijeva ozbiljan i svestran pristup fenomenu ljudskih resursa u globalnom društvu. Vrijeme brzih globalnih promjena u 21. vijeku, praćeno brzim razvojem informacionih tehnologija mijenja koncept razvoja društva. Posebno se to odnosi na nova znanja kreativnog ljudskog kapitala. Uspjeh je ono što se očekuje u EU i svijetu i glavni je motivator koji pokreće pojedince i grupe na uspješnost. S tim je povezana i percepcija uspješnosti u modernom dobu, koja objašnjava paradigmu psihološke prirode percepcije. U strategiji razvoja modernog doba, analitičari ukazuju da je veoma važna priroda mentalnih stavova ljudskog kapitala. Istraživanja u EU i svijetu ukazuju da je ključni faktor uspjeha: kontinuirano ulaganje truda da se bude bolji, vjerovanje u razvoj ljudskog potencijala i briga o ljudima, stalno kritičko preispitivanje o vještinama i znanjima ličnim i grupnim. Znanja o trajnom i razvojnom mentalnom stavu utemeljuju psihološku prirodu percpecije uspješnosti pojedinaca i postaju uslov razvoja i prosperiteta u EU.

Ključne riječi: uspjeh, percepcija uspješnosti, mentalni stav

The New Psychology of Success-the Paradigm of Success of Socio-Economic EU Environment

The new psychology of success in the EU and around the world requires a serious and versatile approach to the phenomenon of human resources in the global society. Times of rapid global change in the 21st century, accompanied by the rapid development of information technology is changing the concept of society development. This particularly applies to the new knowledge of creative human capital. Success is what is expected in the EU and the world, and it is the main motivator that drives individuals and groups to succeed. This is related to the perception of success in the modern era, which explains the paradigm of psychological perceptions. In the development strategy of modern times, analysts suggest that the nature of mental attitudes of human capital is very important. Global research indicates that a key factors for success are continuous investment of effort to become better, belief in the development of human potential and care for people, constant critical examination of personal and group skills and knowledge. Knowledge of continuous development and mental attitude founded the psychological nature of perception of the performance of individuals, and have become a condition of development and prosperity in the EU.

Key words: success, perception of success, mental attitude

Upravljanje s ključnimi informacijami za uporabnike bolnišničnih storitev iz tujine

Spletne strani bolnišnic so danes standardni komunikacijski kanal, s katerim le-te obveščajo javnost o ključnih informacijah v zvezi s svojimi storitvami. Obstoječe raziskave kažejo, da spletne strani bolnišnic načeloma objavljajo svoje informacije v nacionalnem jeziku. V slovenskih bolnišnicah pa je vedno več uporabnikov storitev tujcev, še posebej v okviru zdravstvenega turizma. Veliko tujcev vsakodnevno prečka Slovenijo, povečuje pa se tudi število tistih, ki prihajajo v Slovenijo zaradi gospodarskih zadev ali kot turisti. Ker veliko uporabnikov slovenskih zdravstvenih storitev prihaja iz tujine, se zastavlja vprašanje, kako slovenske bolnišnice posredujejo ključne informacije v angleškem jeziku, še posebej informacije o samoplačniških storitvah. Na podlagi obstoječe raziskave o informacijah na spletnih straneh slovenskih bolnišnic iz novembra 2016, smo v decembru 2016 izvedli analizo vsebine spletnih strani desetih splošnih bolnišnic in dveh univerzitetnih kliničnih centrov, predvsem informacije o samoplačniških storitvah. Raziskava je pokazala, da manjkajo ključne informacije o bolnišničnih storitvah za uporabnike iz tujine, na primer cenik samoplačniških storitev, pogoji zdravljenja in informacije za svojce.

Ključne besede: bolnišnice, spletne strani, upravljanje, informacije, storitve, angleški jezik

Managing Key Information for Foreign Users of Hospital Services

Nowadays, hospital websites are the standard communication channel through which hospitals convey key information regarding their services to the public. The existing research shows that, overall, information on hospital websites is published in national languages. Slovene hospitals are visited by a growing number of foreign users of services, especially in the context of health tourism. A lot of foreigners are daily in transit through Slovenia, as well as people who visit Slovenia due to economic or tourist purposes. As more and more users of Slovene healthcare services come from abroad, the question arises, how Slovenian hospitals manage their key information in English language, especially information which relate to self-paid services. In December 2016, considering the research on information on hospital websites from November 2016, we analysed the website content of ten Slovene general hospitals and two University Medical Centres with emphasis on the given information for self-paying users. The research showed a lack of key information for hospital services users from abroad, for example, price lists for self-paid services, terms and conditions for treatments, and information for relatives.

Key words: hospitals, websites, management, information on services, English

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Značaj menadžera u proizvodnom sistemu

Najznačajnije mesto gde se stvara nova vrednost je proizvodni sistem. Proizvodni sistemi svake države čine bogatstvo. Iz ovog razloga ljudski resursi su veoma značajan faktor za kvalitetno funkcionisanje svih podsistema u jednom proizvodnom sistemu. Menadžeri, kao nosioci funkcije su od izuzetnog značaja, pa je njihova uloga svakodnevice uvek prisutna. Na osnovu iskazanog neophodno je prikazati mesto, ulogu i značaj svih vrsta menadžera, kako bi zajednički funkcionisali i doprinosili ostvarenju proizvodnih planova i zadataka. Prikazaće se funkcionisanje proizvodnog sistema od top menadžera, preko glavnih menadžera, vodećih menadžera i menadžera. Primer iz prakse najbolje ilustruje proizvodni proces uz pomoć menadžera.

Ključne reči: proizvodni sistem, menadžer, menadžment, podsistem, proizvodni proces

Importance of Managers in the Production System

The most important place to create a new value is the production system. Production systems of every country make a fortune; therefore, human resources are very important factor for good operation of all subsystems in a single production system. Managers as function operators are of great importance, and their role in everyday life is always present. Based on the presented, it is necessary to show the position, role and importance of all types of managers for joint operation and contribution to the achievement of production plans and tasks. This paper shall display the operation of production systems from the aspect of top managers, main managers, leading managers and managers. An example from practice will most accurately illustrate the production process with assistance of managers.

Key words: production system, manager, management, subsystem, production process

Starajoči se delavec in sodobna tehnologija – hemodializno zdravljenje

Razumevanje ljudi, znanje in tehnologija so naredili velik korak naprej. V medicini so se poleg sprememb tehnologije razvili predvsem načini hitrejšega odkrivanja nekaterih bolezni in sodobnejše zdravljenje. Ena takih bolezni je odpoved ledvic in dializno zdravljenje. Z raziskavo, ki je bila usmerjena le na zdravstvene delavce, zaposlene v dializnem centru Splošne bolnišnice Novo mesto, smo preučevali stereotip o starejših delavcih in njihovem soočanju s sodobno tehnologijo. Za teoretični del smo uporabili deskriptivno metodo dela in pregledali dostopno literaturo, za empirični pa uporabili kvantitativno tehniko zbiranja podatkov z anketnim vprašalnikom. V raziskavi smo kot starajoče se delavce zajeli tiste, ki so stari nad 45 let, in glede na stereotip pričakovali, da bi ti morali imeti s sodobno tehnologijo največ težav. Rezultati so pokazali, da to ne drži, čeprav se v delovnem okolju velikokrat sliši ravno nasprotno. Nekateri delavci so na dializnem odseku Splošne bolnišnice Novo mesto že od samega začetka, torej več kot 30 let. Na spremembe, sprejemanje novitet in razvoj tehnologije so se privajali postopno, zato rezultata ne moremo posploševati na vse zaposlene.

Ključne besede: dializno zdravljenje, sodobna tehnologija, stereotipi, starejši delavci

The Ageing Employee and Modern Technology - Haemodialysis Treatment

Understanding of people, knowledge and technology in all fields has made a major step forward. In medicine, the development of technology brought faster detection of certain diseases and modern treatments, and one of such diseases is renal failure and dialysis treatment. Therefore, we conducted a research, focused particularly on healthcare professionals employed in the dialysis centre of Novo mesto General Hospital. We wanted to explore the stereotype of older employees and their coping with modern technology. In the theoretical part, we used the descriptive method and reviewed the available literature. For the purpose of empirical part, we used the quantitative technique of data collection with a questionnaire. As ageing employees we identified all those who are older than 45 years, and according to the stereotype, it was expected they would have the most issues with modern technology. However, the results proved the assumption wrong, even though we often hear the opposite in the workplace. Some older employees have been working in the haemodialysis department of the Novo mesto General Hospital almost since its beginning, i.e. for more than 30 years. They were able to adapt to changes, novelties, and advances in technology systematically, thus the results cannot be generalised to all other employees.

Key words: dialysis treatment, modern technology, stereotype, older employee

Komponente izgorelosti menedžmenta zdravstvene nege v domovih za starejše

Spremembe vedenja posameznika v odnosu do sodelavcev in nadrejenih, občasne frustracije, občutki jeze, nezadovoljstva ter pogoste zdravstvene težave so značilne komponente izgorelosti, ki se odražajo na vedenjski, čustveni, telesni in duševni ravni posameznika. Namen prispevka je ugotoviti, ali obstaja soodvisnost med dejavniki izgorelosti in delom, delovnimi značilnostmi in zadovoljstvom z nadrejenimi pri zaposlenih v menedžmentu zdravstvene nege v domovih za starejše. Povezanost posameznih spremenljivk smo ugotavljali s Spearmanovim koeficientom korelacije. Analiza je pokazala, da anketiranci, ki navajajo telesne težave (pogosti prehladi, tiščanje v grlu in prsih), menijo, da imajo manjši vpliv na organizacijo dela ($p > 0,3$; $p < 0,05$). Enako je izražanje čustvenih znakov izgorelosti statistično značilno povezano z možnostjo vpliva na organizacijo svojega dela in poznavanjem pričakovanj vodstva. Anketiranci, ki imajo manjši vpliv na organizacijo svojega dela, pogosteje posegajo po zdravilih, ki vplivajo na razpoloženje in počutje ($p = -,274$, $p = ,049$). Ob identifikaciji znakov izgorelosti je potrebno hitro ukrepanje - zmanjševanje dejavnikov stresa. Rezultati raziskave so pokazali, kako pomembna je avtonomija pri delu in njegova organizacija za uspešno soočanje s stresom na delovnem mestu in za preprečevanje izgorelosti.

Ključne besede: izgorelost, medosebni odnosi, čustvene reakcije, telesno počutje, avtonomija pri delu

Manifestation of Burnout Symptoms in Management of Nursing Homes for Older People

Changes in the behaviour of an individual and their relationship with colleagues, superiors as well as occasional feelings of frustration, anger, and frequent health problems, are typical components of burnout. This is reflected in behavioural, emotional, physical and mental field of the individual. The purpose of this paper is to determine whether there is a correlation of physical and emotional manifestations of burnout with work environment in the management of nursing homes for older people. The connection of individual variables was assessed using Spearman's correlation coefficient. The analysis showed that respondents who declare physical problems (frequent colds, tightness in the throat and chest) estimate that they have less impact on the organisation of their work ($p > 0.3$; $p < 0.05$). Similarly, the expression of emotional signs of burnout has a statistically significant association with autonomy at work and understanding of management expectations. Respondents who have less impact on the organisation of their work, take more medications to improve their mood and feeling ($p = -.274$; $p = .049$). Identification of burnout symptoms should be addressed with reduction of stress factors and early intervention. The survey results indicate the importance of autonomy at work and work organisation for successful coping with stress in the workplace and prevention of burnout.

Key words: burnout, interpersonal relationships, emotional reactions, physical well-being, autonomy at work

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Atributi odbora direktora i njihov uticaj na proces donošenja odluka

Osnovni pristup korporativnom upravljanju isti posmatra kao odnos između odbora direktora, top menadžmenta, akcionara i drugih stejkholdera. Primarna odgovornost odbora direktora je da zaštiti imovinu akcionara i obezbedi im adekvatan povraćaj na investicije, kreiranjem adekvatnih strategija i sprovođenjem odgovarajućeg nadzora. Velike promene u poslovnom svetu nisu mimoišle ni korporativno upravljanje. Globalizacija, liberalizacija u finansijskom sektoru, dramatičan razvoj informaciono-komunikacione tehnologije, ali krize i skandali korporativnog upravljanja i propast velikih korporacija, nametnuli su potrebu da se precizno odrede karakteristike, osobine, položaj i odgovornost članova odbora i njihov uticaj na poslovne rezultate. S obzirom da se uloga odbora direktora razlikuje od zemlje do zemlje, od posebnog interesa je razmatranje korporativnog upravljanja u zemljama u tranziciji, u kojima je ova oblast relativno nova. U ovom radu će biti razmatran teoretski aspekt atributa odbora direktora, odnosno uticaj na efikasnost i rezultate poslovanja, sa akcentom na praksu u Republici Srbiji koja predstavlja primer tranzicione privrede i zemlje kandidata za članstvo u EU.

Ključne reči: odbor direktora, korporativno upravljanje, stratejski menadžment

Board of Directors' Attributes and their Impact on Decision-Making Process

The fundamental concept of corporate governance is based on the relationship between the board of directors, top management, shareholders and other stakeholders. The primary responsibility of the board of directors is to protect the assets of the company and provide an adequate return on investment, by creating appropriate strategies and implementing appropriate controls. Globalisation, liberalisation of the financial sector, the rapid development of IT sector, financial crisis and collapse of large corporations, impose the need to accurately determine the characteristics, attributes, position and responsibilities of board members. The role of the board of directors vary from country to country, but particular interest for corporate governance is in the transition economies, where this is a relatively new issue. In the paper we will discuss the theoretical aspects of the board of directors' attributes and their impact on the efficiency and results of operations, with special emphasis on the practice in the Republic of Serbia, which represents an example of a transitional economy and a candidate country for the EU membership.

Key words: board of directors, corporate governance, strategic management

Studentski konsultantski servis u funkciji podrške start up preduzetnicima i obezbjeđenja efikasne studentske prakse

U tranzicijskim zemljama ne postoji adekvatna saradnja između akademske i poslovne zajednice. Ovaj rad se bavi istraživanjem potreba start up preduzetnika i nedostatka studentske stručne prakse (SSP) i mogućnostima konsultantske podrške preduzetnicima kroz program SSP. Cilj rada je osmišljavanje modela konsultantskog volonterskog servisa preko kojeg će se angažovati studenti završnih godina, a uz pomoć profesora – mentora, na podršci start up preduzetnicima iz oblasti pripreme poslovnog plana, vođenja biznisa i povećanja konkurentnosti. Pretpostavka je da bi se uspostavljanjem saradnje između visokog obrazovanja i poslovnog sektora znatno doprinijelo jačanju preduzetničkih kompetencija studenata i konkurentnosti start up preduzetnika. Model konsultantskog studentskog servisa bi se formulisao na osnovu istraživanja studija najboljih praksi EU i istraživanja preduzetničkih stavova studenata. On bi imao formu socijalnog preduzeća, čime bi bila ispunjena njegova socijalni misija, doprinijelo sticanju funkcionalnih znanja, stavova i vještina i zapošljavanju svršenih studenata.

Cljučne riječi: stručna studentska praksa, start up biznisi, studentski konsultantski servis

Student Counselling Service for Supporting Start-Up Entrepreneurs and Ensuring Efficient Student Practices

In transition countries there is no adequate cooperation between the academic and business community. This paper analyses the needs of start-up entrepreneurs and the lack of student professional practice (SPP), and the possibilities of consultancy support to entrepreneurs through the SPP programme. The aim of paper is to design a model of the consulting volunteer service through which the final year students will be engaged, and with the help of professors – mentors, support start-up entrepreneurs in the field of business plan preparation, business management and increasing competitiveness. The assumption is that the establishment of cooperation between higher education and business sector would contribute significantly to the strengthening of entrepreneurial competencies of students and competitiveness of start-up entrepreneurs. The model of student consultancy service would be formulated on the basis of research of studies of the EU best practices and entrepreneurial attitudes of students. This model would be formed as a social enterprise, thus fulfilling its social mission, and it would contribute to the acquisition of functional knowledge, attitudes and skills, as well as to the employment of graduates.

Key words: student professional practice, start-up businesses, student counselling service

Specifičnosti u menadžmentu strukovnih medicinskih škola

Upravljanje institucijama visokog obrazovanja zasniva se na specifičnim zahtevima za ispunjavanje kako poslovnog plana, tako i plana nastave. U suštini, u visokim školama biznis plan je instrument za realizaciju kurikuluma. Očigledno, uspešna realizacija plana i programa nastave direktno zavisi od pažljivog planiranja, nadzora izvedenog i sprovođenja korektivnih mera. Planiranje kurikuluma, sa druge strane, predstavlja proces odlučivanja o sadržaju i organizaciji nastave za koju je škola odgovorna. Kurikulum predstavlja zbir svih veština i koncepata koje student treba da usvoji. Odluka o tome koji veštine i koncepte uključiti u kurikulum, donosi se na osnovu željenih ishoda učenja. Kurikulumi medicinskih profesija, koje spadaju u kategoriju zakonski regulisanih profesija, dodatno su uslovljeni zakonskim propisima usvojenim kako na nacionalnom tako i na međunarodnom nivou. U ovom radu biće prezentovane specifičnosti kreiranja kurikuluma i poslovnog plana u visokim strukovnim školama u medicinskom polju, sa posebnim osvrtom na organizaciju dela učenja koji se odvija u saradnji škola sa zdravstvenim institucijama.

Ključne reči: planiranje kurikuluma, strukovne medicinske škole, ishodi učenja

Specificities in the Management of Medical Schools of Applied Sciences

Management and operation of higher education institutions is based on the complex interplay of specific requirements for the fulfilment of both business and curriculum plan. Generally speaking, the business plan in higher education institutions serves as an instrument for the realisation of the curriculum plan. Obviously, successful realisation of the curriculum depends on careful planning, monitoring and correctional measures. On the other hand, curriculum planning is a decision-making process referring to the content and organisation of learning for which the school is responsible. The curriculum is the sum total of skills and concepts that students learn and acquire, both explicitly and implicitly. Decisions about which skills and concepts have to be included in the curriculum are shaped by the intended learning outcomes. In the case of medical professions, however, the content and organisation of learning are additionally conditioned by legal regulations, adopted by a government on both national and international level. In the paper, the authors present specificities of the curriculum and business planning in medical schools of applied sciences, with particular emphasis on the organisation of learning process which takes place in the relationship between education and health institutions.

Key words: curriculum planning, medical schools of applied sciences, learning outcomes

Reindustrijalizacija Evrope u uslovima globalnih ekonomskih promena

Smer, intenzitet i brzinu strukturnih promena je teško predvideti, jer na njih utiče mnogo faktora, kao što su ponuda i tražnja, tehnološke promene, preferencije, ekonomska politika, krize. Promena u strukturi proizvodnje, trgovine i cena dovodi i do povećanja društvenog proizvoda per capita, koji dalje menja i strukturu tražnje na srednji rok. Svi ovi faktori dovode do nove realokacije resursa među sektorima i do njihovog razvoja. Najnovija ekonomska kriza je istakla značaj realne ekonomije, kao i jake industrijske osnove za rast i konkurentnost, u smislu podržavanja i jačanja oporavka i postizanja ciljeva Agende Evropa 2020. U radu će biti detaljnije objašnjena struktura transformacija evropskih zemalja pre krize, kao i nužnost restrukturiranja evropske privrede u smislu podsticanja industrijskog sektora, u postkriznom periodu.

Ključne reči: struktura transformacija, sektori, reindustrijalizacija

Reindustrialisation of Europe in Conditions of Global Economic Changes

It is hard to predict the direction, the intensity, and the speed of structural changes, because many factors influence them: offer and demand, technologic changes, preferences, economic policy, crises. The change in structure of production, trade and prices also leads to the increase of social product per capita, which further changes the structure of demand to medium term. All these factors bring to new reallocations of resources among sectors and to their development. The latest economic crisis has underlined the importance of the real economy and a strong industrial base for growth and competitiveness, in order to sustain and strengthen the recovery, and to achieve the goals of the Europe 2020 Agenda. The paper will further explain the structural transformation of European countries before the crisis, and the necessity of restructuring the European economy in terms of stimulating industrial sector in the post-crisis period.

Key words: structural transformation, sectors, reindustrialisation

Globalizacija i institucionalistički pristup poslovanju poduzeća

U ovom radu autor opisuje alternativnu koncepciju ciljeva poslovanja i poslovne politike koja je razvijena u institucionalističkoj školi mišljenja, kao alternativna neoliberalnoj teoriji poduzeća. Autor daje prikaz pogleda na ciljeve poduzeća u novom institucionalizmu i njihovo korištenje u poslovnoj praksi. Novi institucionalisti institucije razumijevaju ne samo kao ograničenje u području vlasničkih prava, već i kao ostale vrste zadanih ili izabranih ograničenja u utvrđivanju ciljeva i poslovne politike za ostvarivanje istih. Autor daje prikaz utjecaja institucija na rast i razvoj poduzeća, usvajanje novih proizvoda i tržišta te doprinos razvoju ljudskih potencijala.

Ključne riječi: institucije, institucionalizam, globalizacija, vlasništvo, evolutivni razvoj

Globalisation and Institutional Approach to Business Enterprises

In the paper, the author describes an alternative conception of business objectives and business policy that was developed through the institutionalist school of thought, as an alternative to the neo-liberal theory of companies. The author presents views on the objectives of enterprises in the new institutionalism and their use in business practice. New institutionalists consider institutions not only as a limitation in the area of property rights, but also as other types of default or selected constraints in determining goals and business policy for achieving them. The author also provides an overview of the impact of institutions on growth and development of enterprises, the adoption of new products and markets and contribution to the development of human resources.

Key words: institutions, institutionalism, globalisation, ownership, evolutionary development

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Uticaj industrijske politike EU na konkurentnost industrije

Važan faktor razvoja industrije i rasta njene konkurentnosti je industrijska politika. EU i zemlje članice, na osnovu »Strategije Evropa 2020«, industrijskim politikama pružaju različitu podršku povećanju konkurentnosti prerađivačke industrije. Prerađivačka industrija Srbije beleži jedan od najnižih nivoa konkurentnosti i sposobnosti da proizvodi i izvozi razmenjive proizvode na tržište EU. U radu se analizira industrijska politika EU i konkurentnost prerađivačke industrije Srbije. Cilj istraživanja jeste da ukaže na značaj da se prihvate i sprovedu tekovine industrijske politike EU tokom pristupanja Srbije ovoj integraciji. Polazna hipoteza u radu je da industrijska politika važan faktor rasta konkurentnosti prerađivačke industrije. Na osnovu analize koncepata industrijske politike EU i nivoa konkurentnosti industrija članica, rad će pokušati da ukaže na neophodnost definisanja i sprovođenja industrijske politike, kao dela strategije ekonomskog razvoja, jer je to način za rast konkurentnosti i ponovan razvoj prerađivačke industrije Srbije budućem periodu.

Ključne reči: industrijska politika EU, konkurentnost, prerađivačka industrija

The Impact of EU Industrial Policy on Industry Competitiveness

An important factor in the development of industry and the growth of its competitiveness is the industrial policy. The EU and member states, based on the "Europe 2020" strategy, provide different support for increasing the competitiveness of the manufacturing industry with the industrial policies. Processing industry of Serbia has recorded one of the lowest levels of competitiveness and the capacity to produce and export tradable goods to the EU market. The paper analyses the EU's industrial policy and competitiveness of Serbian processing industry. The aim of the research is to point out the importance to adopt and implement the achievements of industrial policy of the EU during the Serbia's accession to this integration. The starting hypothesis is that industrial policy is an important factor in the growth of competitiveness of the manufacturing industry. Based on the analysis of the concepts of industrial policy and the level of competitiveness of the EU industry members, the paper will try to point out the necessity of defining and implementing the industrial policy as part of the strategy of economic development, because it is a way to increase competitiveness and renewed development of the processing industry in Serbia in the future period.

Key words: EU industrial policy, competitiveness, processing industry

Visoko obrazovanje kao globalno javno dobro

Zbog ekonomskih, socijalnih, političkih i drugih razloga, određene gospodarske grane, djelatnosti ili namjene zaslužuju posebnu državnu potporu. Uspjehom na tim područjima postižu se neki zajednički ciljevi za dobrobit svih pa se smatra da sadrže posebni javni interes. Jedno od tih područja u kojem država prepoznaje javni, tj. opći interes je i visoko obrazovanje. Visoko obrazovanje stoga je nedvojbeno i jednim dijelom javno dobro. Međutim, postavlja se pitanje u kojoj mjeri visoko obrazovanje ima predispozicije za ispunjavanje karakteristika globalnog javnog dobra s obzirom na suvremenu klasifikaciju globalnih javnih dobara. Neosporno je da visoko obrazovanje utječe na smanjenje siromaštva i nejednakosti u društvu, rast produktivnosti i efikasnosti kao i na niz socijalno-demografskih parametara društva pa će se ovaj rad fokusirati na razradu i kategorizaciju ekonomskih i socijalnih implikacija visokog obrazovanja. Prije navedenog, biti će definirane karakteristike i teorijski okvir globalnih javnih dobara. U konačnici, na temelju provedenog istraživanja, dati će se ocjena i potencijal visokog obrazovanja kao globalnog javnog dobra.

Ključne riječi: visoko obrazovanje, globalno javno dobro, ekonomske implikacije, socijalne implikacije

Higher Education as a Global Public Good

Due to the economic, social, political and some other reasons, to certain economic activities and purposes deserve a special state support. Succeeding in the mentioned areas makes common goals achievable for the public good, therefore, they are considered raising a special public interest. Higher education is the area in which the state recognises the public interest, i.e. the general interest, thus it is undoubtedly and with one part a public good. However, we wonder on which level higher education accomplishes characteristics of being global public good. It definitely influences poverty and inequality reduction, increase in productivity and efficiency, as well as a range of social-demographic parameters of society. The paper will focus on answering the social and economic impact or contribution of higher education. Also, the paper discusses various theories and characteristics of global public goods. On the basis of the research, a review and the potential of higher education as a global public good will be discussed in the final part.

Key words: higher education, global public good, economic implications, social implications

Timsko delo v zdravstvu

Timsko delo postaja čedalje pogostejša oblika dela v vseh organizacijah in podjetjih, ne glede na njihovo velikost ali strokovno področje. Kakovostno izvajanje storitev v zdravstveni dejavnosti je še posebno tesno povezano s timskim delom in z izobraženostjo članov tima. Za kakovostno obravnavo pacienta je pomembno sodelovanje celotnega zdravstvenega tima, zato je pri sestavljanju le-tega pomembno, da ima vsak njegov član znanje in izkušnje z določenega področja. Vsak posameznik se mora zavedati, da je tim skupina, ki deluje za doseganje skupnih ciljev. Pomembno je, da vsak ve, kaj se od njega pričakuje in kakšna je njegova naloga v skupini. Za uspešno delovanje tima in dobrih odnosov med zaposlenimi v njem je zelo pomembna medosebna komunikacija, ki pa je lahko tudi eden izmed največjih problemov pri njegovem delovanju. V prispevku predstavljamo rezultate raziskave o pomembnosti ustreznega sodelovanja med zaposlenimi v operacijskih dvoranah - Klinični oddelek za anestezijo in intenzivno terapijo kirurških strok. Ugotovili smo, kateri dejavniki najbolj vplivajo na uspešnost tima in kateri dejavnik najbolj motivira zaposlene za sodelovanje v zdravstvenem timu.

Ključne besede: timsko delo, zdravstvo, komunikacija

Teamwork in Health Care

Teamwork is becoming more and more frequent organisational form in all organisations and companies, regardless of their field of work. Quality implementation of services in health care is closely related with teamwork and education of the team members. For quality treatment of the patient it is very important that all members of the team participate, therefore, on structuring the team we have to choose the members with enough knowledge and experience in a certain working area, and every member of the team must realise that team is a group working together for achievement of the common goals. Each member must know what is expected of them and what is their task in the team. For a successful result of a teamwork, we must not forget the interpersonal communication between the members. If it is not successful, it might cause destruction. In the article we present the results of the research regarding the importance of teamwork among employees in the operating theatre - the Clinical department for anaesthesia and surgical intensive care. We have discovered which factors have the biggest impact on the success of teamwork and which factor motivates members for the teamwork the most.

Key words: teamwork, health care, communication

Kompetencije rukovodioca i menadžment školom

Trendovi koji oblikuju savremeno društvo, društvo znanja, od bitnog su uticaja na ostvarivanje ciljeva obrazovanja u savremenim uslovima koje karakterišu stalne promene i potreba za permanentnim obrazovanjem. Znanje uslovljava promene, zbog čega se danas sa pravom govori o znanju kao razvojnoj vrednosti, kao ključnom razvojnom resursu razvoja ne samo društva u svakom njegovom segmentu nego i kao ključnom resursu kvaliteta života. Nove uloge znanja stvaraju nove izazove u obrazovanju a posebno školi i svim akterima vaspitno-obrazovnog procesa u njoj. Veoma su značajne funkcije i uloge direktora škole od čijeg kvaliteta i efikasnosti upravljanja i rukovođenja zavisi nivo i kvalitet ostvarenosti ciljeva obrazovanja. Danas se sa velikom pažnjom govori o suštini, funkcijama i delotvornosti direktora, o njegovim menadžerskim sposobnostima koje su od bitne važnosti za uspeh na tržištu znanja, ali i o psihološkom profilu rukovodioca. Cilj ovog rada jeste da ukaže na potrebu i važnost posedovanja određenih kompetencija direktora škole koje su u funkciji upravljanja školom, dovodeći ih istovremeno sa ulogom škole u društvu znanja.

Ključne reči: upravljanje, škola, kompetencije, direktor škole

Managerial Competences and School Management

Trends that shape the modern society, i.e. the knowledge society, are significant for achieving educational goals in the modern conditions characterised by continuous changes and the need for continuous education. Knowledge necessitates changes, therefore, it is understandably regarded as a developmental value, as a key developmental resource not only for the society and its every aspect, but for the quality of life as well. New roles of knowledge create new challenges for education, especially for schools and all participants of the educational process. The function and role of the school principal is very important in that regard, because the extent and quality of the realisation of education goals depend on the efficiency of their leadership and managerial skills. Nowadays, the essence, function and efficiency of the school principal are discussed with great attention, as well as their managerial skills, which are crucial for success in the knowledge market, and their psychological profile. The objective of the paper is to point out the need and importance of the school principal possessing certain competences which can help at school management, linking them with the role of school in the knowledge society.

Key words: management, school, competences, school principal

Načrtovanje zaposlenih in njihovega razvoja

Zaradi vse večje konkurence, hitrega tehnološkega in znanstvenega razvoja in nenehnih sprememb v okolju podjetjih postajajo ravno zaposleni ključni za uspešnost podjetja. Le-ti s svojim znanjem, sposobnostmi in motivacijo ustvarjajo dodano vrednost. Da podjetje zagotavlja in obdrži konkurenčno prednost na trgu, mora skrbeti za načrtovanje, upravljanje in razvoj lastnih zaposlenih. Podjetje mora skrbno načrtovati izbiro ljudi za posamezna delovna mesta in stalno ugotavljati potrebe po njihovem dodatnem izobraževanju, usposabljanju in izpopolnjevanju. Naloga razvoja zaposlenih namreč je, da zagotavlja njihovo optimalno izobrazbeno, poklicno in kvalifikacijsko strukturo glede na zastavljene cilje podjetja. Pri tem mora upoštevati sposobnosti, znanje in tudi interese vsakega posameznika. Podjetje mora zagotoviti tudi potrebna finančna sredstva za izvedbo izobraževanja in usposabljanja zaposlenih. Namen prispevka je prikazati pomen načrtovanja zaposlenih in njihovega razvoja za podjetje, faze kadrovskega procesa ter predstaviti ključne ugotovitve raziskave o načrtovanju in razvoju zaposlenih v proizvodnem podjetju.

Ključne besede: podjetja, zaposleni, načrtovanje, razvoj

Planning and Development of Human Resources

Because of the increased competition, quick technological and scientific development, and constant changes in the company's environment, the employees, or in other words, human resources are becoming crucial for prosperity of the company. With their knowledge, abilities and motivation they present the added value of the company. To be able to assure and retain its own competitive advantage on the market, the company must provide planning, management and development of its own personnel. Also, the company must carefully plan the selection of people for individual or specific jobs, and constantly establish the needs for their additional education, training and improvement of their knowledge. The task of human resources management is to ensure optimal educational, professional and qualification structure of personnel according to the company's established goals. The company must consider abilities, skills and interests of each individual employee, and at the same time assure financial resources for implementation of diverse activities of personnel education and training. The purpose of the paper is to show the importance of human resources planning and development for the company, phases of the recruitment process and to present the crucial conclusions of the research regarding planning and development of human resources in the company.

Key words: companies, human resources, planning, development

Načrtovanje proizvodnje v podjetju

V sodobnem poslovnem svetu, kjer vlada vse večja konkurenca in so zahteve kupcev vse večje, morajo podjetja, da si priborijo konkurenčno prednost, slediti vsem novostim, ki omogočajo izboljševanje in racionalizirajo njihovega poslovanja. Uspešnost podjetja je odvisna od njega samega in njegovega načrta poslovanja. Poskrbeti mora, da se čim bolj približa zastavljenemu cilju. Podjetje načrtuje poslovanje v prihodnosti, kjer mora predvideti svoje priložnosti in nevarnosti, prednosti in slabosti. Načrtovanje proizvodnje je ena izmed ključnih dejavnosti v sodobnih proizvodnih podjetjih. Cilj je jasen: ugotoviti, katero vrsto ter kdaj in koliko izdelkov proizvesti. Vrsto in število izdelkov proizvodni službi določi prodajna služba v podjetju. Proizvodna služba pa prodajni posreduje podatek, v katerem zaporedju in v kolikšnem času jih bo proizvedla. Za učinkovito načrtovanje proizvodnje sta potrebna še stalna komunikacija proizvodne službe s prodajno in definiran proces načrtovanja, podprt s sistemskim postopkom za izvedbo in z ustrežno informacijsko tehnologijo.

Ključne besede: poslovanje podjetja, načrtovanje proizvodnje, načrtovanje, informacijska tehnologija

Production Planning in the Company

In the modern business world with an increasing competition and growing demands of customers, companies striving for competitive advantage must follow all the novelties that allow improving and streamlining their business operations. The company's success depends on the company itself and its planned operations, therefore it must ensure that its business is as close as possible to the set plan. With planning, the company manages operations for the future, predicting the opportunities and threats, strengths and weaknesses. Production planning is one of the key activities in modern production enterprises. Its objective is clear: to determine what type, when, and how much products to produce. The type and number of products is determined by the sales department. The production department then provides the data to the sales department, namely, the sequence and time frame of the product production. For an efficient production planning, constant communication between the production and sales department is needed, as well as a well-defined planning process, supported by a systematic procedure for production and proper information technology.

Key words: business operation, production planning, planning process, information technology

Cilji, organizacija in dejavnosti revmatološke sestrške ambulante

Zaradi izboljšanega načina zdravljenja vnetnih revmatičnih bolezni se je spremenil način obravnave, ki se je preselil na ambulanto raven. Spremembe so prinesle dodatne izzive na področju zdravstvene nege, ki je morala slediti z reorganizacijo dela in dodatnim zaposlovanjem v ambulantni dejavnosti. Redne kontrole bolnikov, ki jih predpisujejo klinične smernice, so postale nemogoče zaradi vse večjega priliva novih bolnikov in s tem daljšanja čakalnih dob. Predpisovanje bioloških zdravil je zahtevalo od medicinskih sester prilagoditev dela, da bi omogočile bolnikom kvalitetno in strokovno svetovanje. Po dodatnem izobraževanju v začetku leta 2011 so s septembrom pričele delovati sestrške ambulante. Te so bile sprva namenjene bolnikom, zdravljenim z biološkimi zdravili, bolnikom, ki potrebujejo svetovanje pri uporabi bioloških zdravil, v naslednjih letih pa se je njihovo delovanje razširilo in izboljšalo. Sprememba pri organizaciji dela medicinskih sester v ambulantah je omogočila lažji potek dela, boljšo transparentnost, večjo varnost za bolnike in boljšo vključenost ostalih zdravstvenih sodelavcev v obravnavo bolnikov. Zanje je organizirano telefonsko svetovanje, ki je dodatno izboljšalo nadzor nad zdravljenjem in omogočilo bolnikom večji občutek varnosti. V novem pristopu gre za celostno obravnavo bolnika, kjer vsak delček tima tvori sinergijo z ostalimi.

Ključne besede: revmatologija, zdravstvena nega, sestrške ambulante, organizacija dela

Objectives, Organisation and Activities of a Nurse-Led Clinic for Outpatient Rheumatology Care

An improved treatment of inflammatory rheumatic diseases has changed the way of patient treatment, to less hospitalisation and more visits to the outpatients clinics. The changes in rheumatology nursing care have brought additional challenges, followed by reorganisation of work and additional employment in the outpatients clinics. Regular check-ups for patients, as defined by the clinical guidelines, have become impossible due to the increasing number of new patients, and consequently, longer waiting periods. Prescription of biological medications demanded nurses to adjust their work in order to ensure a quality and professional counselling to patients. After additional educational modules in the beginning of 2011, nurses started with nurse-led clinics in September 2011. Nurse-led clinics were originally intended for patients with biological medications, and for patients who needed education about self-administration of the medications subcutaneously. In the following years, the clinics were expanded and improved. Changes in work organisation resulted in greater safety for patients, integration of other health professionals in patients care, and much more transparent work for nurses. Patients have had the opportunity to receive telephone counselling. The new treatment is combined, comprehensive treatment of patients, where each part of the team forms a synergy with others.

Key words: rheumatology, nursing care, nurse-led clinics, work organisation

Motiviranje zaposlenih v organizaciji

Znano je, da motivirani posamezniki prinašajo boljše poslovne rezultate kot nemotivirani. Torej je naloga vsakega vodje v podjetju, da posameznika spodbudi k učinkovitejšemu delu z motivacijskimi dejavniki, ki usmerjajo zaposlene k višji stopnji inoviranja in večji učinkovitosti, s tem pa omogočajo organizacijam, da dosegajo boljše delovne rezultate. Organizacije se soočajo z velikim izzivom, kako zadržati kakovostne in inovativne zaposlene ter s tem zadržati konkurenčno prednost pred ostalimi organizacijami na trgu. Motivacijski dejavniki so lahko bodisi materialne narave (plača, dodatki, mesečna stimulacija ...) ali nematerialni, kot so pohvale, primemejši delovni pogoji, dodatno izobraževanje itd. Velike napake se pogosto pojavljajo na strani neposrednih vodij posameznih zaposlenih, ko le-ti ne opazijo kvalitetno opravljenega dela zaposlenega in ga za to primerno ne nagradijo, zaposlenemu pa na ta račun pada motivacija, kar se lahko odrazi z nižjo stopnjo inoviranja in učinkovitosti, s tem pa tudi nižjimi poslovnimi rezultati organizacije.

Ključne besede: motivacija, motivacijski dejavniki, zaposleni, nagrajevanje

Motivation of Employees in the Organisation

It is known that motivated individuals bring better results for the organisation than unmotivated, therefore, the task of every leader in the company is to encourage people to work more effectively by using the so-called motivational factors that drive employees to a higher level of innovation and efficiency, thereby enabling organisations to achieve better operating results. Companies are faced with a major challenge, i.e. retaining high-quality and innovative employees, thereby retaining their competitive advantage over other companies in the market. This can only be achieved by properly motivating the employees with different motivational factors, which may be either of material nature (salaries, rewards, monthly stimulations, etc.), or in the form of intangible motivational factors, such as praise, working conditions, extra education, etc. Large errors frequently occur by the direct supervisors of individual employees when they do not notice the quality of the work done by the employee and consequently do not reward them appropriately, thus the employee experiences a decrease in motivation, which can lower the level of innovation and efficiency and, consequently, decrease the company's business results.

Key words: motivation, motivating factors, employees, rewards

Uticaj globalizacije na krizu u društvu znanja

Globalizacija je višeslojan, dugotrajan i nezaustavljiv process, koji obuhvata intenzivne promene, deterritorijalizaciju i ubrzavanje društvenih delatnosti. Jedan od najznačajnijih aspekata globalizacije tiče se njenog uticaja na krizu u društvu znanja. Kao osnovni problem se postavlja: Zbog čega proces globalizacije, koji je predstavljen kao progresivan, ne utiče na smanjenje krize u društvu znanja već ga povećava? U literaturi nailazimo na brojne autore koji su pristalice procesa globalizacije. Sa druge strane nije manji broj zagovornika pogubnog uticaja globalizacije, pogotovu na one siromašne zemlje. U ovom radu je konsultovana literatura autora koji su žestoko kritikovali globalizaciju (antiglobalisti) kao što je Erik Reinert na primer. Mesto su dobili i pristalice globalizacije. Zaključak je da globalizacija ima veliki uticaj na sva dešavanja u svetu. Ona je pokretač aktivnosti koje mogu dovesti do velikih promena. Ali, isto tako globalizacija sprečava razvoj nerazvijenih zemalja u onim oblastima koje bi siromašnijem svetu donela neki osećaj boljitak. Očekujemo da će novi pristup u relaciji globalizacije i društva znanja pomoći razjašnjenju zbog čega je društvo znanja u velikoj krizi.

Ključne reči: globalizacija, društvo znanja, kriza

Impact of Globalisation on the Knowledge Society Crisis

Globalisation is a multi-layered, long-term and irreversible process, which entails intensive changes, deterritorialisation, and acceleration of social activities. One of the pivotal aspects of globalisation is its impact on the crisis in the knowledge society. One of the basic problems is: Why the process of globalisation, which is presented as a progressive, does not decrease the crisis in the knowledge society, instead of increasing it? We come across many authors who are in favour of the process of globalisation in literature. On the other hand, there is a significant number of those who are against the fatal impact of globalisation, especially in the underprivileged countries. This paper relies on the works of those authors who fiercely criticised globalisation (antiglobalists), such as Erik Reinert. Certain lines were also intended for those who are in favour of globalisation. The conclusion is that globalisation has a considerable impact on the events that take place in the world. It is an initiator of the activities which can lead to big changes. However, globalisation also disables development of the underdeveloped countries in those areas which might bring prosperity to them. We expect that the new approach to the relation between globalisation and the knowledge society will clarify the reason why the knowledge society is in major crisis.

Key words: globalisation, knowledge society, crisis

Vpliv interneta na navade potrošnikov

Mediji danes niso namenjeni zgolj širjenju informacij, temveč je njihova primarna vloga oblikovanje mnenja tistih, ki spremljajo njihovo vsebino. Ko govorimo o oblikovanju mnenja, ne mislimo zgolj na mnenje, ki se bo izoblikovalo glede svetovnonazorskih in dnevnopolitičnih vsebin, temveč tudi na vzbujanje potreb potrošnikov. Med sodobne medije se uvrščajo vsi tisti, ki temeljijo na spletni tehnologiji, za širjenje informacij pa potrebujejo le povezavo z internetom. Danes spleta ne predstavljajo zgolj spletne strani, vedno bolj so razširjena tako imenovana družbena omrežja, kot so Facebook, Twitter, Instagram ipd. Zelo priljubljene so tudi spletne vsebine za deljenje multimedijskih vsebin, kot na primer YouTube. Vse te platforme pa lastniki spretno uporabljajo za oglaševanje svojih izdelkov in storitev ter tako pri potrošnikih spodbujajo zanimanje oziroma oblikujejo njihove nakupne navade. Preko tovrstnih oglasov je potrošnikom vedno lažje pridobiti tudi informacije o izdelkih in storitvah ter vzpostaviti stik s ponudnikom. Na spletu obstaja nešteto spletnih trgovin, ki omogočajo nakup z domačega naslanjača s pomočjo osebnega računalnika ali mobilne naprave.

Ključne besede: internet, spletne trgovine, spletne strani, nakupne navade, potrošniki, spletno oglaševanje

Influence of the Internet on Consumer Behaviour

The media as we know today, are not intended only for sharing information, but their primary role is to form an opinion of those who track their content. When talking about forming an opinion, we mean the opinion, which will be formed regardless of philosophical and day to day content, and will stimulate consumer needs. Among the modern media we categorise all the media which are based on web technology, and they only need internet connection to disseminate information. Today, the Internet is not just the websites; increasingly prevalent are the so-called social networks, such as Facebook, Twitter, Instagram and similar. Very popular are also online contents for sharing multimedia content, such as YouTube. All of these platforms are skilfully used for advertising products and services, and thus enhancing the interest of consumers, as well as creating their consumer habits. Through this type of ads, consumers easily obtain information about products and services, and establish contact with the provider. There are countless online stores enabling a purchase from the armchair via PC or mobile device connected to the Internet.

Key words: internet, online shops, websites, consumer behaviour, web marketing

Politička kultura u stvaranju biznis aspekta političkog sistema Republike Srbije

Država je osnovni predmet političkog sistema, a temelj održivosti države kao aparata fizičke prinude je privreda. Ako je politički sistem skup svih činilaca političkog života, onda s pravom možemo reći da je politički sistem skup svih institucija, organizacija, asocijacija koje utiču na formiranje društvene stvarnosti u vremenu i na prostoru na kojem se valorizuje izvesni politički sistem. Zloupotreba demokratije kao nerealnog teorijskog pojma sve je češća i primeri zloupotrebe demokratije, koja istinski ne postoji, i ne može postojati, osnova je manipulacije svetskih moćnika, utemeljena na irealnim tvrdnjama kancelarija i dogovora istih onih u čijim matičnim zemljama se demokratija kao politička ideologija i teorijski fenomen najkasnije rodila. U ovom radu posebna pažnja biće posvećena prikazu značaja postojanja stabilne nacionalne političke kulture, kao uslov privrednog progressa. Objasnićemo ulogu kulturo – religijskih specifičnosti koje dovode do stvaranja tzv. „lažnog privrednog globalizma“, potom o nacionalnoj kulturi kao uslovu za formiranje nacionalnog privrednog karaktera, i na posletku o nužnosti anuliranja stranih faktora kao uticaja na domaći privredni sistem, zasnovan na stabilnim državnim i međunarodnim institutima.

Ključne reči: kultura, privreda, nacionalni identitet, politički sistem, preduzetništvo

Politische Kultur als Erstellung vom Business-Aspekt des politischen Systems von der Republik Serbien

Der Staat ist ein Hauptgegenstand des politischen Systems, und die Nachhaltigkeitsgrundlage des Staates im Sinne eines Apparates für den physischen Zwang ist Wirtschaft. Wenn das politische System eine Gruppe von allen Faktoren des politischen Lebens darstellt, dann können wir mit Recht sagen, dass das politische System eine Gruppe von allen Institutionen, Organisationen, Assoziationen darstellt, welche die Gestaltung der politischen Realität in der Zeit und dem Gebiet, wo das politische System valorisiert wird, beeinflussen. Der Missbrauch von Demokratie als irrealen theoretischen Begriff ist immer öfter und die Beispiele des Missbrauchs von Demokratie, welche tatsächlich nicht existiert, und kann nicht existieren, sind Grundlage für Manipulationen der Weltmachthaber, sie gründet auf irrealen Behauptungen von Kanzleien und Abkommen derjenigen, in deren Heimatland die Demokratie als politische Ideologie und theoretisches Phänomen am spätestens entstanden ist. In dieser Arbeit wird besonders auf die Darstellung der Bedeutung von einer stabilen nationalen politischen Kultur als Voraussetzung des wirtschaftlichen Fortschritts aufmerksam gemacht. Wir werden die Funktion von kulturell religiösen Besonderheiten, welche zum Erstellen der so genannten „falschen wirtschaftlichen Globalisierung“ führten, erklären, dann die nationale Kultur als eine Voraussetzung für Bildung des nationalen Wirtschaftscharakters und am Ende die Notwendigkeit der Annullierung von fremden Faktoren als Einflüssen auf inländisches Wirtschaftssystem, das auf stabilen staatlichen und internationalen Instituten begründet ist.

Schlüsselwörter: Kultur, Wirtschaft, Nationalidentität, politisches System, Untermertum

Potrošačke navike generacije Y u segmentu robe široke potrošnje u Hrvatskoj

Generacija Y/Milenijumci, rođeni između 1980. i 2000. godine, specifična je generacija koja ne poznaje svijet bez tehnologije, urbana je, fokusirana, nestrpljiva, idealistična. Generacija Y danas zauzima značajan udio potrošačkog društva i njeno poznavanje je iznimno važno za suvremeni marketing. Cilj rada je istražiti ponašanje potrošača generacije Y u segmentu robe široke potrošnje, obzirom na prisutnost interneta, brzu dostupnost informacija, ekološku osviještenost. Istraživanje je provedeno putem online ankete među studentima društvenih studija radi ujednačenosti uzorka istraživanja. Istraživačko pitanje glasi kakve su potrošačke navike generacije Y pri kupovini robe široke potrošnje (hrana, piće, higijenske potrepštine (kućne, osobne)). Istraživanje je dalo potrošački profil generacije Y što može biti korisno za daljna istraživanja i usporedbu generacija prije i generacije poslije Milenijumaca. Rezultati mogu biti korisni tvrtkama koje se bave robom široke potrošnje kao orijentacija kvalitete zadovoljenja potrošačkih navika generacije Y.

Ključne riječi: marketing, generacija Y/Milenijumci, ponašanje potrošača, roba široke potrošnje

Consumer Habits of Generation Y in the Segment of Consumer Goods in Croatia

Generation Y/Millennials, born between 1980 and 2000 is specific generation that does not know a world without technology; they're urban, focused, impatient, idealistic. Generation Y today occupies a significant share of the consumer society and it is extremely important for modern marketing to understand it. The purpose of this paper is to research consumer behaviour of Generation Y in the segment of consumer goods, due to the presence of the Internet, quick access to information, environmental awareness. The research was conducted through an online survey among students of social studies in order to uniform the survey sample. The research question is: "What are the consumer habits of Generation Y when purchasing consumer goods (food, drink, toiletries (home, personal))?" The research provided the consumer profile of Generation Y, which can be useful for further research of the generations before and after the Millennials. The results can be useful to companies that deal with consumer goods in regards to quality orientation in satisfying consumer habits of Generation Y.

Key words: marketing, generation Y/Millennials, consumer behaviour, consumer goods

Menadžment obrazovanja u Web 3.0 okruženju

Reč 2016. godine, po Oksfordskom rečniku, je post-istinit – pridev koji označava okolnosti u kojima su »objektivne činjenice« manje važne u oblikovanju javnog mnjenja od emocija i ličnih ubeđenja. Prefiks post u ovom kontekstu, umesto da se odnosi na vreme nakon određenog stanja ili događaja, označava »ono što pripada vremenu u kojem je određeni koncept postao nevažan ili irelevantan«. Obrazovanje se ulaskom u internet eru evidentno suočilo sa ogromnim promenama, a posebno, kada konstatujemo da se i sâm internet neprestano i ubrzano menja. Prepoznavajući etape razvoja u internet eri, posebno u smislu toga kako informacije na internetu nastaju, odnosno kako se do njih dolazi, jasno uviđamo i poziciju obrazovanja u svakoj etapi ponaosob. Savremeno obrazovanje, kao i internet zalaze u svoju post etapu razvoja. Web 3.0 zahteva adekvatne odgovore, odnosno prilagođavanje menadžmenta obrazovanja ovim promenama. U radu se, pre svega, ukazuje na činjenice koje treba uzeti u obzir kada se adekvatno raspravlja o ovim pitanjima.

Ključne reči: internet, informacije, komunikacija, mediji, participacija

Education Management in Web 3.0 Environment

The Oxford Dictionary Word of the Year 2016 is "post-truth" – an adjective defined as "relating to or denoting circumstances in which objective facts are less influential in shaping public opinion than appeals to emotion and personal belief". Rather than simply referring to the time after a specified situation or event – as in post-war or post-match – the prefix in post-truth has a meaning more like "belonging to a time in which the specified concept has become unimportant or irrelevant". Having stepped into the Internet era, education has indisputably faced enormous changes, especially having in mind that the Internet itself is constantly changing. Recognising the phases of development in the Internet era, especially in regard to the way pieces of information appear on the internet, i.e. how they are reached by the users, it is easy to perceive the position of education in each phase. Both contemporary education and the Internet have reached their post-phase of development. Web 3.0 requires adequate answers, i.e. adjustment of education management to these changes. The paper deals with the facts which should be taken into consideration when adequately discussing these issues.

Key words: Internet, information, communication, media, participation

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Nove paradigme povećanja nejednakosti u zemljama Zapadnog Balkana

Raspodela bogatstva i povećanje nejednakosti od 18-og veka do danas je pitanje od najvišeg značaja za 21-vek, kako za nauku, tako i za politiku i ukupan razvoj u ovom veku. Sve veće bogaćenje malog broja pojedinaca i sve veće siromaštvo na drugoj strani rezultat su akumulacije privatnog kapitala. Neopravdane nejednakosti koje, u korenu, potkopavaju vrednosti na kojima se baziraju demokratska društva, posledica su manje stope rasta proizvodnje i dohotka u odnosu na stope prinosa na kapital. Za zaustavljanje ovih negativnih ekonomskih i socijalnih trendova postoje načini na koje demokratija može preuzeti kontrolu i osigurati da javni interes zadobije prednost nad privatnim interesom uz očuvanje ekonomske otvorenosti. To se u velikoj meri može ostvariti novom geopolitikom utemeljenom na regionalizmu – regionalnim politikama. U tom kontekstu obrađena su pitanja drugačije raspodele bogatstva i smanjivanja nejednakosti u zemljama Zapadnog Balkana na njihovom putu u EU.

Ključne reči: kapital, bogatstvo, nejednakost, raspodela, rast, geopolika

New Paradigms of Increasing Inequality in the Western Balkans

The distribution of wealth and an increase in inequality from the 18th century to the present day is a matter of utmost importance for the 21st century, for science as well as for policy and universal development. The increasing wealth of a small number of individuals and poverty on the other hand, are the result of private capital accumulation. Unjustified inequalities that, at root, undermine the values which democratic societies are based on, are the result of a lower growth rate of production and income, compared to capital return rates. In order to stop these negative economic and social trends, there are certain ways in which democracy could take control, and ensure the public interest to gain advantage over private interests by preserving the economic openness. This could be very likely achieved by the new geopolitics which should be based on regionalism - regional policies. In this context, the questions dealing with different distribution of wealth and the reduction of inequality in the Western Balkan countries on their path towards the EU, are addressed in the paper.

Key words: capital, wealth, inequality, distribution, growth, geopolitics

Stres kao prijetnja menadžerskoj produktivnosti

Živimo u vremenu brzih promjena, dinamičnom i nestabilnom okruženju, dok tehnika i tehnologija iz dana u dan napreduju nezamislivom brzinom, ljudski faktor bez obzira na znanje i vještine, bez obzira na stalno učenje i usavršavanje, posjeduje biološka ograničenja koja nas često upozoravaju da ne možemo voditi utrku s strojevima. Jedno od tih upozorenja je stres. Ušao je polako na radna mjesta, tvornice i urede, a proširio se na dnevne boravke i spavaće sobe. Menadžeri danas nemaju radno vrijeme. Dostupni su 24 sata na dan. Sve više su zagledani u računala i pametne telefone, a sve manje u kolege na poslu, obitelj i prijatelje. Stres postaje jednostavan »svakodnevni izraz«, a glavni je uzrok više od 80 % svih bolesti i smatra se jednim od najčešćih ubojica menadžera. Stres je postao socijalno ekonomski problem, djeluje na zdravlje ljudi i njihovu produktivnost, a samim tim zbog njegove manifestacije poduzeća gube značajna financijska sredstva. Što sprječava menadžere da se suoče s stresom, koristeći neke od brojnih antistres tehnika koje služe za postizanje dobrog psihofizičkog zdravlja i emocionalne ravnoteže, a samim tim i za povećanje produktivnosti?

Gljučne riječi: ljudski faktor, stres, menadžeri, produktivnost, antistres tehnike

Stress as a Threat to Manager Productivity

We live in a time of rapid change, dynamic and unstable environment, whereas technics and technology are advancing with breath-taking speed, and the human factor, regardless of knowledge and skills, continuous learning and improvement, has biological limitations which often warn us that we cannot compete with machines. One of those warnings is stress. It has appeared at jobs, factories and offices, and spread into the living rooms and bedrooms. Managers today do not have working hours. They are available 24 hours a day. They are much busier with computers and smart phones, and less with co-workers, family and friends. Stress becomes a simple "everyday expression" and it is the main cause of more than 80% of all diseases, being considered as one of the most common killers of managers. Stress has become a social and economic problem that affects health of people and their productivity, and therefore, due to its manifestations, businesses lose significant financial assets. What is preventing managers from dealing with stress, from using some of the many antistress techniques to achieve good psychological and physical health, as well as emotional balance, and, nevertheless, to increase productivity?

Key words: human factor, stress, managers, productivity, antistress techniques

Urban Development

Every government wants to achieve the necessary objectives timely and in defined manner. The primary objective, however, remains realisation of economic stability. When talking about stability, we take into account the relation with other influential factors for both, positive and negative sides. The aim of this paper is a significant manifestation that will be the link between economic stability and development of the country's urban infrastructure, water supply, sanitation, sewerage, better working conditions, etc. That is, keeping in mind the main objective: fair development among regions by utilising all capacities and advantages.

Key words: urban development, infrastructure, stability

Urbani razvoj

Vsaka vlada želi doseči zastavljene cilje pravčasno in na določen način. Še vedno pa primarni cilj ostaja uresničitev gospodarske stabilnosti. Ko govorimo o njej, upoštevamo razmerje z drugimi vplivnimi dejavniki, tako pozitivnimi kot negativnimi. Cilj prispevka je pomembna manifestacija, ki bo povezovala gospodarsko stabilnost in razvoj državne urbane infrastrukture, vodovodnega omrežja, kanalizacije, torej boljših higienskih razmer, boljših delovnih pogojev itd., hkrati pa imela pred seboj glavni cilj: pošten razvoj vseh regij z uporabo vseh zmogljivosti in prednosti.

Ključne besede: urbani razvoj, infrastruktura, stabilnost

Obremenjenost zdravstvenih delavcev s stresom in izgorevanje na delovnem mestu

Stres je odziv posameznikovega telesa in misli v obremenilnih okoliščinah. V zadnjih letih je postal človekov največji sovražnik, saj je za stres značilno, da povzroča bolezni, poslabšuje medsebojne odnose in slabša splošno počutje. Prepoznati je treba znake in simptome stresa, dejavnike, ki ga povzročajo, in vedeti, na kakšen način se ga je mogoče obvarovati. Dejavniki stresa so situacije, ki so spremenljive in povzročajo telesni odziv zaradi nenehnega prilagajanja. Poklic medicinske sestre je zahteven in zelo stresen. Splošno znano je, da se ljudje razlikujejo, še bolj pa je to mogoče začutiti med zaposlenimi v poklicih, v katerih je treba ljudem neposredno pomagati. Medicinske sestre so večinoma utrujene in preobremenjene od skrbi in usklajevanja poklicnega in zasebnega življenja. Pozablja se, da je tudi medicinska sestra samo človek. Da bi lahko svoje delo idealno opravljala, je nujno potrebna empatija, ki pa velikokrat vodi v izgorelost.

Ključne besede: stres, izgorevanje, medicinske sestre, zdravstveni delavci

Occupational Stress and Burnout among Healthcare Workers

Stress is a human mind-body response in demanding circumstances. It is also a body adaptation influenced by individual characteristics and psychological processes. In the past few years, stress has become a modern enemy. Stress typically induces illnesses, deteriorates human relations and worsens general well-being. Recognising its signs and symptoms, knowing its causes and indicators, as well as how to fight stress, is essential. Stress is caused by changing situations that induce physical response due to constant stress adjustment. Registered nurse is one of the most demanding and stressful jobs. Generally, people are different, which can be highly sensed amongst jobs that focus on helping people directly. Nurses are predominantly exhausted, oppressed with concerns and finding balance in their private life. People keep forgetting that nurses are humans too. However, if their work is expected to be done perfectly, empathy is very much a necessity, but it mostly leads to burnout.

Key words: stress, burnout, nurses, healthcare workers

Povezava med gospodarsko in akademsko sfero

Povezovanje, sodelovanje ter iskanje skupnih izzivov gospodarstva in akademske sfere je nujno za razvoj inovacij, ki omogočajo razvoj, gospodarsko rast in mednarodno prepoznavnost gospodarstva ter njegovo konkurenčnost. Namen prispevka je raziskati sodelovanje med akademskim okoljem in realnim gospodarstvom, ki poteka v okviru projekta »Po kreativni poti do znanja«. V projektu študenti v sodelovanju z gospodarstvom, skladno s pogoji javnega razpisa in naravo problema, razvijajo idejne rešitve, ki potencialno vodijo do novega izdelka oz. storitve ali k uvajanju novih oz. izboljšanih delovnih procesov. Predstavimo primere prenosa v procesu študija pridobljenega teoretičnega znanja študentov v neposredno delovno okolje z razvojem inovativne storitve oz. inovacije. V rezultatih predstavimo rešitve, ki so jih interdisciplinarni študentski timi iskali s pomočjo pedagoških mentorjev z Visokošolskega središča Novo mesto ter delovnih mentorjev iz podjetij in organizacij. Poleg multiplikativnih učinkov v obliki konkretnih rešitev za gospodarstvo je zelo pomemben obojestranski prenos znanja, večja zaposljivosti študentov zaradi pridobljenih izkušenj in kompetenc ter dejansko realizirane zaposlitve študentov.

Ključne besede: sodelovanje, visoko šolstvo, gospodarstvo, inovacije, projekti

Cooperation between Economy and Academia

Integration, cooperation, and seeking common challenges of the economic and academic sphere, is essential for the development of innovations that enable development, growth and international recognition of the economy and its competitiveness. The purpose of this paper is to explore the cooperation between academic environment and the real economy in the framework of the project "Creative path to knowledge". In accordance with the terms of the public tender, and the nature of the problem, students cooperate with economy by developing conceptual solutions, which potentially lead to a new product, service, or to introduce new or improved business processes. We present the case of transferring theoretical knowledge of students into the immediate work environment by developing innovative services / innovations. The results are the solutions of interdisciplinary student teams which were found with the help of teaching mentors from Higher Education Centre Novo mesto and business mentors from businesses and organisations. In addition to the multiplier effects in the form of concrete solutions for the economy, we stress the importance of mutual knowledge transfer, increase in the employability of students due to the gained experience and competencies, as well as directly realised students' employment.

Key words: cooperation, higher education, economy, innovations, projects

Inovativnost in inovacijski pristopi podjetij v globalnem okolju

V času pospešene globalizacije lahko poleg konkurenčne tekme med podjetji spremljamo konkurenčno tekmo med posameznimi lokalnimi skupnostmi, regijami in državami. Za inovativna podjetja je značilno, da ustvarjajo kakovostno okolje za učenje, znanje in inovacije. Slednje se razlikujejo po tem, ali so pomembne za posamezno podjetje, lokalno okolje, regijo ali za globalni trg. Evropska komisija želi spodbuditi gospodarsko rast in zaposlenost v Evropski uniji, to pa lahko stori le preko malih in srednjih podjetij, saj ta predstavljajo gonilo evropskega gospodarstva. V prispevku spremljamo hitre spremembe na globalnem tržišču z vidika njihovega vpliva na delovanje podjetij. Z raziskovanjem inovacijske dejavnosti iščemo odgovor na vprašanje, kako ustvariti poslovno okolje, ki bo omogočalo podjetjem v Evropski uniji, Sloveniji in Jugovzhodni Sloveniji razvijati zahtevne in inovativne izdelke, storitve in postopke ter jih ponujati na trgu. Iz rezultatov izvedene raziskave ugotovimo, da načrtovana usmerjenost k uvajanju inovacij pomembno vpliva na inovacijsko uspešnost malega ali srednje velikega podjetja v Jugovzhodni Sloveniji, merjeno z dodano vrednostjo na zaposlenega.

Ključne besede: inovacije, inovacijski pristopi, globalno okolje

Innovativeness and Innovative Approaches of Companies in the Global Environment

In time of accelerated globalisation, in addition to a competitive match between the companies, we can observe competitiveness between local communities, regions and countries. Innovative companies are characterised by creating a quality environment for learning, knowledge and innovations. Innovations differ according to whether they are relevant to a certain company, the local environment, region or global market. The European Commission wants to stimulate economic growth and employment in the European Union, and this can only be done through small and medium-sized enterprises, as they represent the engine of the European economy. In the paper we monitor rapid changes in the global market from the aspect of their impact on the business operation of companies. By exploring the innovation activities, we are addressing the question of how to create a business environment that will allow companies in the European Union, Slovenia, and Southeast Slovenia to develop demanding and innovative products, services, procedures, and offer them on the market. The results of the research show that the planned orientation towards innovation has an important impact on the innovation performance of a small or medium-sized enterprise in Southeast Slovenia, measured by the added value per employee.

Key words: innovation, innovation approach, global environment

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Pomen izboljševanja informacijske varnostne kulture v organizaciji

Raziskave kažejo, da je bilo v zadnjem času največ varnostnih incidentov zaradi neustreznega ravnanja uporabnikov in ne posledica vdorov s pomočjo naprednih IT orodij. V prispevku je pojasnjeno, zakaj IT orodja in postopki, ki se v praksi uporabljajo, že danes niso več dovolj učinkoviti in kako se mora v prihodnosti spremeniti upravljanje informacijske varnosti. Ravnanje uporabnikov v organizaciji je namreč poleg podpore vodstva, definiranih varnostnih politik in postopkov odvisno predvsem od njihove varnostne ozaveščenosti, znanja, prepričanja in motivacije. Vse te dejavnike skupaj imenujemo informacijska varnostna kultura. V prispevku so predstavljena načela OECD za področje informacijske varnostne kulture, ki usmerjajo vedenje in mišljenje ljudi pri rabi informacijskih sredstev ter model za postopno izboljševanje kulture. Samo s tehničnimi rešitvami, brez ustrezne informacijske varnostne kulture, s tem pa ustrezne uporabe informacijskih sredstev, organizacije v prihodnosti ne bodo mogle več dosežati ustreznega nivoja informacijske varnosti.

Ključne besede: informacijska varnost, varnostna kultura, uporabniki

Importance of Enhancing Information Security Culture of the Organisation

Research shows that most recent information security incidents have been caused due to improper user actions and not by using IT hacking tools. The paper therefore explains why IT tools and procedures, which are mainly used today, are no longer effective enough, and how should information security management change in the future. Besides the support from the management, security politics and procedures, user actions mainly depend on their security awareness, knowledge, beliefs and motivation. The mentioned factors are combined under the term information security culture. In the paper, we present OECD's security culture principles, which guide behaviour and thinking of people using information assets. We also show the model for improving culture over time. Using only technical solutions, without implementing the proper information security culture, and, consequently, proper IT assets, organisations will not be able to reach adequate information security levels in the future.

Key words: information security, information security culture, users

Pedagoški menadžment

Ideja menadžmenta ima u stanovitom smislu univerzalno značenje zbog čega se primjena te ideje široko rasprostranila, a našla je mjesto i u institucijama odgoja i obrazovanja, i to najviše kao organizacijski menadžment, menadžer ljudskih potencijala, menadžment razina (1. najviša – ciljevi, dugoročno planiranje i organizacija, 2. srednja – kontrola operativnih postupaka i programi potpore ciljevima, 3. najniža – interpretacija ciljeva, realizacija programa), strateški menadžment (dugoročno) i menadžment funkcija (koliko funkcija toliko menadžment programa). Menadžerske funkcije odnose se na ono što valja postići, a to su najčešće planovi, strategije, dobra organizacija, kvalitetno vođenje i uspješna kontrola. Slijedi da se na pedagoški menadžment može gledati kao na upravljanje mrežom i hijerarhijom sustava. Posebnost vođenja nastavnika može se razmatrati kao pedagoška uloga nastavnika u vođenju i upravljanju, administrativni poslovi, planiranje i programiranje rada, vođenje tima, pripremanje i vođenje sjednica vijeća, suradnja s ostalim članovima vijeća i sl.

Glavne riječi: pedagoški menadžment, menadžment sustava, organizacija, vođenje

Educational Management

The idea of management has a universal meaning, causing it to widespread, and finding its place in educational institutions, primarily as organisational management, human resources management, levels management (1. the highest level - objectives, long-term planning and organisation; 2. the intermediate level - control of operative procedures and objective supporting programmes; 3. the lowest level - objectives interpretation, programme realisation) strategic management (long-term) and function management (the number of functions corresponding to the number of management programmes). The management functions concern the purposes to be achieved, which are usually plans, strategies, good organisation, quality leadership and successful control. Therefore, education management can be viewed as management of the system network and hierarchy. The specificity of leadership and management in case of teachers can be discussed as the pedagogic role of teacher in leadership and management, administrative work, planning and programming, leading a team, preparation and leading of teaching-staff conferences, cooperation with other teaching-staff members, etc.

Key words: educational management, system management, organisation, leadership

Upravljanje z raznolikostjo zaposlenih v organizacijah

Raznolikost je pojem, ki skuša zajeti vse načine, po katerih se ljudje med seboj razlikujemo. Ko organizacija poskrbi za uspešno upravljanje z raznolikostjo zaposlenih, poskrbi tudi, da bodo le-ti lahko popolnoma izkoristili ves svoj potencial. V prispevku smo preučili menedžment človeških virov, katerega spoznavanje je ključno za naše razumevanje upravljanja raznolikosti. Nato smo se poglobljeje seznanili s pojmom raznolikost, kjer smo skozi več definicij različnih avtorjev dobili boljše razlage o tem pojmu. Spoznali smo štiri ključne dejavnike raznolikosti. Ti so organizacijski, zunanji in notranji dejavniki ter osebne lastnosti. Več pozornosti smo namenili definiciji upravljanja raznolikosti, kjer smo predstavili pomen upravljanja, ugotovili smo tudi, kakšen vpliv ima raznolikost na organizacijsko kulturo, da lahko vodi do večje predanosti, večjega zadovoljstva in tudi do večje finančne zmogljivosti organizacije.

Ključne besede: menedžment človeških virov, raznolikost, upravljanje raznolikosti, zaposleni

Managing Diversity of Employees in Organisations

Diversity is a term trying to comprise all manners which differ people from one another. If the organisation takes care for managing diversity, employees will take full advantage of their potential. In the first part of the article we presented human resources management, which is a key element in understanding diversity issues. With the help of various authors, we discovered a definition of diversity and its four key factors: organisational, internal, external, and personality factors. Further attention was given to diversity management definition, where we presented the purpose of management and the impact diversity has on the organisational culture. Diversity can lead to better commitment, satisfaction, and better financial situation as well.

Key words: human resources management, diversity, diversity management, employees

Društvena odgovornost organizacije prema zaposlenima i organizaciono poverenje

Cilj ovog rada je da ukaže na značaj mikro aspekta društvene odgovornosti organizacije. Po osnovu teorijske analize, u radu se prvenstveno ukazuje na relaciju koja postoji između društveno odgovornog ponašanja organizacije prema zaposlenima i organizacionog poverenja. Rezultati prezentirani u ovom radu ukazuju na to da percepcija zaposlenih o tome da li, i u kojoj meri, organizacija ispunjava njihova očekivanja, utiče na nivo organizacionog poverenja. Otuda, percipirani viši nivo društveno odgovornog ponašanja organizacije prema zaposlenima doprinosi porastu nivoa organizacionog poverenja, i obrnuto. Rezultati takođe ukazuju na to da viši nivo organizacionog poverenja može podsticajno delovati na društveno odgovorno ponašanje organizacije. Očekivanja su da će sadržaj ovog rada podsticajno delovati na menadžere u smislu većeg posvećivanja njihove pažnje mikro aspektu društvene odgovornosti organizacije, kao i kreiranju uslova za jačanje klime organizacionog poverenja.

Ključne reči: društvena odgovornost, zaposleni, organizaciono poverenje

Social Responsibility of the Organisation Towards Employees and Organisational Trust

The aim of this paper is to point out the importance of the so-called micro aspect of social responsibility of the organisation. On the basis of theoretical analysis, this paper primarily refers to the relationship that exists between the socially responsible behaviour of the organisation towards employees and organisational trust. Results presented in the paper have shown that the employees' perception of whether, and to what extent, the organisation fulfils their expectations, affects the level of organisational trust. Therefore, a perceived higher level of socially responsible behaviour of the organisation towards employees contributes to an increase in the level of organisational trust, and vice versa. The results also point out that a higher level of organisational trust can have a stimulating effect on the socially responsible behaviour of the organisation. Expectations are that the paper's content will encourage the managers to focus their attention on the micro aspect of the social responsibility of their organisation, as well as on creating conditions for strengthening the climate of organisational trust.

Key words: social responsibility, employees, organisational trust

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Implementacija PDSA analize u industrijskom sektoru

U radu se predstavlja uticaj Planiraj-radi-studiraj-deluj metode, u daljem kontekstu PDSA analize. PDSA analiza predstavlja alternativu za unapredjenje kvaliteta sistema. Metod je našao široku primenu u svim privrednim sektorima, ali postoje špekulacije u vezi praktične primene modela. Stoga, u radu je prikazana teorijska osnova za implementaciju i primenu PDSA analize, kao i detaljan opis potrebne dokumentacije, modela za testiranje željene promene i statističkih podataka radi poredjenja. Ključni deo predstavlja efektivnost celokupnog proizvodnog sektora i implementacija odgovarajućih standarda. Rad predstavlja osnovu za dalja istraživanja.

Ključne reči: kvalitet, analiza, proizvodnja, upravljanje, unapredjenje

Implementation of PDSA Analysis in Industry Sector

The aim of this paper is to analyse the use of so called Plan-do-study-act cycle in further context knowns as PDSA analysis. The PDSA analysis provides an alternative for improving the quality of system. This method is highly approved in all sectors and widely accepted in the industry sector, but there have been speculations of how the method is applied. Therefore, the paper presents a theoretical basis for implementation and use of the PDSA cycle, as well as a detailed description of the needed documentation, the model based for testing the desired change and statistical data for comparison. The essential part presents the effectiveness of the whole production sector and implementation of the corresponding standards. The research represents the basis for further research.

Key words: quality, analysis, production, management, improvement

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Partnerstvo trgovine i proizvođača u uslovima globalizacije tržišta

Između trgovine i proizvođača mogu da budu uspostavljeni brojni vidovi saradnje. U uslovima kada trgovina nastavlja da stiče sve veću moć u odnosu na proizvođače na značaju dobijaju partnerski odnosi između njih. Partnerstvo između trgovine i proizvođača predstavlja osnovno obeležje poslovanja trgovinskih lanaca u uslovima izražene globalizacije tržišta. Pri tome, predmet partnerske saradnje kao i njeni oblici mogu biti brojni i raznovrsni. Upravo je i predmet istraživanja ovog rada različiti oblici partnerstva partnerstva između trgovine i proizvođača, s fokusom na franšizing kao dugoročni poslovni aranžman. Kroz analizu nekoliko primera partnerstava između prepoznatljivih trgovinskih kompanija i njihovih dobavljača (proizvođača), biće testirana hipoteza o pozitivnom uticaju partnerstva na poslovne performanse trgovinskih preduzeća.

Ključne reči: trgovina, proizvođači, partnerstvo, franšizing, poslovne performanse

Partnership of Trade and Producers in Terms of Market Globalisation

Numerous forms of cooperation can be established between trade and producers. The partnership of the latter becomes really significant under conditions where trade continues to gain more and more power in relation to producers. The partnership between trade and producers is a basic feature of trade chains operating in the globalised market. In fact, the subject of partnership cooperation and its forms can be numerous and various. Therefore, the subject of the paper is exploring different forms of partnerships between trade and producers, with a focus on franchising as a long-term business arrangement. Through the analysis of several examples of partnerships between the recognisable trade companies and their suppliers (producers), the hypothesis about the positive impact of partnership on the business performance of trade enterprises will be tested.

Key words: trade, producers, partnership, franchising, business performances

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Vpliv sodobnih paradigem na spremembe vodenja in motivacijo

Tako kot se razvija in posodablja gospodarstvo, se vzporedno razvijajo tudi pogledi na organizacijo in vodenje. Vlaganje v človeški kapital je ena od pomembnejših lastnosti sodobnega vodenja. Prispevek prikazuje vpliv sodobnih paradigem na spremembe vodenja in motivacijo zaposlenih. Uporabljena je deskriptivna metoda dela, ki je zajela pregled slovenske literature s področja organizacije in vodenja. Sodobni menedžment se kljub tržni naravnosti v globalno konkurenčnem gospodarskem okolju vztrajno oddaljuje od tradicionalnih metod vodenja, ob katerih se ni bistveno upoštevalo potreb človeškega kapitala. Ustrezni vložki v zaposlene in v kakovost lahko podjetjem bistveno povečajo razvoj in konkurenčnost na globalnem trgu. Le zadovoljni zaposleni lahko razvijajo svoje potenciale v dobrobit delovne organizacije.

Ključne besede: sodobne paradigme, menedžment, človeški kapital

Influences of Modern Paradigms on Leadership Changes and Motivation

As our economy is developing and progressing, management and leadership in organisations are being developed in a parallel manner. Investment in human capital is one of the most important features of a modern leadership. The paper highlights the influences of modern paradigms on leadership changes and motivation of employees. We used the descriptive method by reviewing Slovenian literature on organisation and leadership. Despite its market orientation in a globally competitive economic environment, the modern management is steadily moving away from the traditional leadership methods, at which the needs of human capital have not been adequately addressed. The corresponding inputs in employees and quality can significantly increase the growth and competitiveness in the global market. Only satisfied employees can develop their full potential for the benefit of their organisation.

Key words: modern paradigms, management, human capital

Organizacija nastavnog procesa u funkciji ciljeva savremene škole

Tradicionalna škola, utemeljena na organizacionoj paradigmi Komenskog, danas se u velikoj meri smatra prevaziđenom. Tehnologija nastave u kojoj dominira frontalni rad, predavačka nastava, poučavanje učenika, u savremenim školama prerasta u organizaciju nastave koja će svakom učeniku omogućiti optimalan razvoj u skladu sa svojim potencijalima. Stoga se težište nastave stavlja na misaonu aktivnost učenika, problemski pristup i praktičnu primenljivost stečenih znanja. U organizaciji nastave treba potencirati heurističke didaktičke strategije, didaktičko-metodička rešenja, tj. oblike i metode nastave koji aktiviraju sve učesnike vaspitno-obrazovnog procesa – interaktivne, partnerske, timske oblike rada, kooperativni rad u tandemu, individualni rad itd. Nastava u savremenoj školi treba da bude sistemski organizovana – da nastavni proces bude zaokružen od planiranja ciljeva, preko njihove realizacije do evaluacije ostvarenog. Ostvarivanju ciljeva savremene škole posebno doprinosi informaciona tehnologija koja je visoko kompatibilna sa prirodom nastavnog procesa.

Ključne reči: organizacija, nastavni proces, savremena škola

Organisation of Teaching Process within the Objectives of Modern School

Traditional schools, based on the organisational paradigm of Komensky, are today largely considered obsolete. Technology classes dominate the frontal work, lecture-based teaching is turning schools into modern teaching settings that will enable optimal development for each student in accordance with their potential. Therefore, the focus of instruction is on the cognitive activity of students, problem solving approach and practical application of the acquired knowledge. Organisation of teaching process should emphasise heuristic didactic strategies, didactic and methodological solutions, i.e. forms and methods of teaching that activate all participants in the educational process - interactive, partnership and teamwork forms, cooperative work in tandems, individual work, etc. Instruction in the contemporary school should be systematically organised, i.e. the teaching process should be comprehensive – from planning the objectives, to their implementation, and evaluation. Information technology particularly contributes to achieving the objectives of contemporary school, since it is highly compatible with the nature of the teaching process.

Key words: organisation, teaching process, contemporary school

Ustvarjanje in ohranjanje organizacijske energije

Organizacijska energija je notranja sila posameznega podjetja, ki se sprosti ob doseganju ciljev za dobrobit podjetja. Moč organizacijske energije se kaže v tem, koliko in kakšen čustveni, umski in vedenjski potencial so sprostili zaposleni v delovni organizaciji pri svojem delu. Želja zaposlenih je, da se dosežajo poslovni cilji. Koliko so pri tem uspešni, se lahko vidi tudi skozi organizacijsko energijo. Uspešni vodje s pridom izkoriščajo ustvarjalno napetost in človeško energijo. Organizacijska energija so zaposleni, so ljudje, ki s svojim znanjem, trudom in požrtvovalnostjo tvorijo jedro delovne organizacije. Je nevidna sila, ki jo zaposleni vlagajo v organizacijo, da le-ta doseže cilje, ki jih vodstvo izpostavi na podlagi vizije. Podjetja, v katerih produktivnost izžareva že navzven, ki imajo jasno zastavljene cilje, ki vnašajo inovacije in vse to vzdržujejo, izkoristijo zalogo energije, ki jo imajo zaposleni. Ta energija se odraža v posameznem energijskem naboju podjetja. Gre za stanje moči zaposlenih, prilagajanje na spremembe, intenzivnost dela vsakega posameznika in stopnjo inovativnosti.

Ključne besede: organizacijska energija, vodstvo, zaposleni

Creating and Maintaining Organisational Energy

Organisational energy is the inner force of every company, released when the goals for the company welfare are achieved. The power of organisational energy can be seen in the amount and type of emotional, mental and behavioural potential released by the employees in the work organisation during the working process. The employees' wish is to achieve business goals, however, their success can be seen through organisational energy as well. Successful leaders mostly use the creative tension and human energy. Organisational energy are the employees, people who create the core of the work organisation with their knowledge, energy and selflessness. It is an invisible force which the employees put in the organisation to achieve the goals set by the management according to the company's vision. Companies in which the productivity radiates, with clear goals which bring in innovation and support the system, take advantage of the energy of employees. It is the state of employees' strengths, adjustment to changes, the intensity of each individual's work and the level of innovativeness.

Key words: organisational energy, management, employees

Usposabljanje in izpopolnjevanje zdravstvenih delavcev

Ker se vedno bolj poudarja pomen vseživljenjskega izobraževanja, sta tudi na delovnem mestu vse bolj pomembna usposabljanje in izpopolnjevanje. Pri tem je pomembno, da se zaposleni nauči prenesti svoje strokovno znanje s teoretične na praktično raven, poglobi znanje in veščine, potrebne za opravljanje samostojnega strokovnega dela. V zdravstveni negi imata usposabljanje in izpopolnjevanje pomembno vlogo kot procesa dopolnjevanja, sistematiziranja in spreminjanja že usvojenega znanja, spretnosti, navad in sposobnosti. Tega se zaveda tudi Zbornica zdravstvene in babiške nege, ki s svojimi 30 sekcijami in 11 regijskimi društvi skrbi za kontinuirano strokovno usposabljanje in izpopolnjevanje vseh medicinskih sester. Vloga kontinuiranega strokovnega usposabljanja in izpopolnjevanja je zelo pomembna, saj se tehnologija in stroka nenehno spreminjata, znanje pa se širi. Zato je potrebno, da zdravstveni delavci pridejo do stopnje znanja, ki jim omogoča dobro samopodobo, možnost za kakovostno opravljanje poklica, večje zadovoljstvo. S tem prispevajo k večji avtonomiji stroke in boljšemu družbenemu vrednotenju poklica. Znanje je namreč predpogoj za strokovni napredek zdravstvene nege, kontinuirano strokovno usposabljanje in izpopolnjevanje pa ni le pravica, temveč tudi dolžnost vsakega zdravstvenega delavca.

Ključne besede: usposabljanje, izpopolnjevanje, medicinske sestre, zdravstvena nega, Zbornica zdravstvene in babiške nege

Continuous Training and Development of Healthcare Professionals

As more and more emphasis is put on the importance of lifelong learning, qualification and further training are becoming more important in the workplace as well. It is necessary that employees learn how to transfer the expertise from theoretical to practical level, and deepen the knowledge and skills necessary to perform work independently. In nursing care, qualification and further training have an important role as the process of updating, systemisation and changing of the acquired knowledge, habits and abilities. The Nurses and Midwives Association of Slovenia is well-aware of the mentioned fact, therefore, it is responsible for the continuous professional training and development of all nurses through its 30 sections and 11 regional associations. Continuous professional training is indispensable, since technology and profession is constantly changing and knowledge is expanding. Therefore, healthcare professionals need to acquire the level of knowledge which enables their good self-image, the ability to provide high quality care, and their satisfaction. At the same time, they contribute to greater autonomy of the profession and its better social value. Knowledge is a prerequisite for the professional advancement of health care, continuous professional training and development, however, is not just a right, but also a duty of every healthcare professional.

Key words: training, development, nurses, nursing care, Nurses and Midwives Association of Slovenia

Ljudski kapital u menadžmentu

Osnovne definicije menadžmenta opisuju ga kao upravljanje i kontroliranje. Tokom jednog i pol stoljeća od svog postanka kao moderne nauke, razvoj menadžmenta ide u pravcu nauke o upravljanju. Izražena kompleksnost pojma menadžment je zahtijevala podjelu po djelatnostima, a koje uvjetuju definisanje naučnih oblasti i disciplina koje se u nauci o menadžmentu moraju proučavati, kao naprimjer sistematski menadžment, operativni menadžment, menadžersko ponašanje i komuniciranje, marketing, finansije, upravljanje proizvodnjom, kvalitetom, upravljanje ljudskim resursima i razvojem, te pravo za menadžere. Šire poimanje naglašava osnovnu odrednicu menadžmenta: menadžeri ostvaruju organizacione ciljeve angažiranjem drugih ljudi. Autor u svome članku se posebno bavi pitanjima specifičnosti i značaja ljudskog kapitala kroz, prije svega, intelektualne, strukturalni i tržišni kapital. Ljudski kapital je potrebno organizirati, ukomponirati, standardizirati, i pretvoriti u gore navedene oblike kapitala.

Ključne riječi: menadžment, ljudski resursi, intelektualni kapital, nauka o upravljanju

Human Capital in Management

Basic definitions of management define it as governing and controlling. During the century and a half since its inception as a modern science, the development of management has progressed towards becoming the science of governing. The expressive complexity of the term management demanded a division according to activities which condition the defining of scientific areas and disciplines that have to be studied in the science of management, such as systematic management, operative management, managerial behaviour and communication, marketing, finances, production and quality management, management of human resources and development, and managerial law. A broader comprehension accentuates the basic determinant of management: managers accomplish organisational goals by employing other people. The author in his paper focuses on the issues of specificity and significance of human capital through, above all, intellectual, structural and commercial capital. Human capital needs to be organised, incorporated, standardised, and transformed into the above named forms of capital.

Key words: management, human resources, intellectual capital, science of governing

Globalni izazovi kejnesianizma: problem (ne) održivosti visine stope PDV-a u RH

Pitanje poreza na dodanu vrijednost (PDV) je predmet istraživanja i proučavanja svojstvenih ekonomskoj disciplini makroekonomiji. Povijesno-društveno i političko-ekonomski promatrano, problematika PDV-a u okviru fiskalne politike postala je šire interesno pitanje zahvaljujući glasovitom engleskom teoretičaru - ocu makroekonomije - Johnu Maynardu Keynesu (1930.-te). Keynes je bio središnja figura američke ekonomije u vrijeme velike ekonomske krize 1929. godine, kada je američka proizvodnja zastala: stanje poznato kao recesija, a nezaposlenost se naglo povećala (stagflacija), ondašnji svjetski šefovi država strepili su pred budućnosti kapitalizma. Tada su politički moćnici pronašli rješenje u znakovitoj Keynesovoj misli da »ukoliko vlade žele spasiti kapitalizam moraju stvoriti kapital niotkuda«. Tako da je pitanje fiskalne politike, pitanje gospodarstvene organizacije neke države, jer putem fiskalne politike se osnažuju ne samo količina i vrijednost nego budućnost kapitala na kojoj gospodarstvo neke države počiva. Autori u ovom izlaganju namjeravaju istražiti i propitati ekonomsku opravdanost juridički-kronologijskog diskontinuiteta očitovanog u formi izmjena zakona o PDV-u u posljednjih tridesetak godina u RH te sadašnje stanje i budućnost njezine ekonomske stabilnosti i rasta.

Ključne riječi: porez na dodanu vrijednost (PDV), John Maynard Keynes, fiskalna politika, gospodarstvo RH

Global Challenges of Keynesianism: (Un) Sustainability of Croatian Fiscal Policy Issue

Value-added tax issue (VAT) is a part of economic discipline known under the term of macroeconomics. From the historic societal and policy economic aspect, the issue of VAT in the scope of fiscal policy became of widespread interest thanks to a known English economic theorist John Maynard Keynes (1930s). Keynes was a central figure of the American economy during the great economic crisis in 1929, time when the "Great Depression" devastated the entire American economy: the problem of unemployment and recession (stagflation). The politicians found a solution in the famous thought of Keynes: "capitalism can be saved only if governments will be able to create money out of nothing" (the so-called Keynesian principle of fiscal stimuli). Thus the fiscal policy issue becomes the issue of economic organisation of the country, since fiscal policy empowers quantity and value as well as the future of the capital on which economy of the country depends. In the paper, authors tend to investigate the economic justification of the juridical-chronological discontinuity in the form of discernible amendment of the VAT Act in the last thirty years in the Republic of Croatia, and the current state and future of its economic stability and growth.

Key words: value-added tax (VAT), John Maynard Keynes, fiscal policy, Croatian economy

Izzivi uspešnega vodenja dijaških domov v času sprememb

Pridružitve Slovenije Evropski uniji zahteva uskladitev našega sistema izobraževanja s standardi in merili Evropske unije. Skladno s temi spremembami se pojavljajo tudi nove zahteve pri vodenju dijaških domov. Ti se skušajo prilagajati okolju, uvajajo nove dejavnosti, skratka, delujejo drugače. S tem se vodenje dijaških domov spreminja, saj se morajo ravnatelji ukvarjati z organizacijskimi nalogami in postopki, ki jih prej niso poznali. Menedžment dijaških domov se vedno bolj ukvarja s konkurenco v okolju, išče nove načine ponudbe svojih dejavnosti in je s svojo promocijo vse bolj prodoren. Dijaški domovi se tržno usmerjajo, iščejo nove tržne niše, saj so dodatne dejavnosti, ki jih izvajajo, poleg osnovne v manjših dijaških domovih, pogosto zelo pomembne za njihov obstoj. Pomembno prednost lahko dijaški domovi v Sloveniji pokažejo v boljšem učnem uspehu dijakov, v boljši socializaciji, z veliko manj asocialnega in odklonskega vedenja, kot ga je v povprečju pri populaciji srednješolcev. Iz vseh navedenih razlogov se v Sloveniji do sedaj ni razmišljalo o ukinitvi dijaških domov, razmišlja se le o spremembi njihove organiziranosti. Dijaški domovi v Sloveniji bodo potrebni še naprej, morda jih bo nekaj manj in bodo veliko bolj tržno usmerjeni.

Ključne besede: dijaški domovi, vodenje, spremembe, ravnatelji

Challenges of Successful Boarding School Management in Times of Changes

Slovenia's joining of the European Union has required the coordination of our education system with the standards and criteria of the European Union. In line with these changes, new requirements for the management of boarding schools have emerged. Boarding schools try to adapt to the environment and to introduce new activities; in short, they behave differently. Consequently, the management of boarding schools is changing as their principals need to deal with previously unknown organisational tasks and procedures. Management of boarding schools is increasingly dealing with competition in the environment, searching for new ways to offer their activities and is becoming more pervasive with its promotion. Boarding schools are market-driven, seeking new market niches, since the additional activities in small boarding schools are often essential to their existence. Significant advantages of boarding schools in Slovenia are shown in better learning results of students, better socialisation, and a lot less anti-social and deviant behaviour, compared to the average of the secondary school population. Considering all the above-mentioned facts, in Slovenia the idea of cancelling boarding schools has not yet been discussed, they are only considering their reorganisation. Boarding schools in Slovenia will be needed in the future, perhaps in a smaller number and much more market-oriented.

Key words: boarding schools, leadership, changes, principals

Uticaj organizacije zdravstvenih ustanova na obrazovanje medicinskih sestara

Zdravstveni sistem Srbije poslednjih decenija pokazuje znake nazadovanja, zbog stagnacije u privredi, smanjenja plata i penzija kao i velikog broja starog stanovništva što zahteva veća ulaganja u zdravstvo i zdravstvene ustanove. Jedno od mogućnosti unapređenja organizovanja zdravstvenih ustanova jeste unapređenje menadžmenta u zdravstvu kroz podršku za obrazovanje iz oblasti organizacije i rukovođenja kao i korišćenje visokostručnih kadrova iz oblasti menadžmenta. Reforma zdravstvenog sistema je moguća i odgovarajućim obrazovnim kadrom koji nam obezbeđuje adekvatan obrazovni sistem. Omogućiti jačanje menadžerskih veština postojećih kadrova usavršavanjem i podsticanjem na celoživotno obrazovanje i učenje. Ova tema je značajna sa aspekta zdravstva ali i obrazovanja, kao temelje jednog društva, što direktno utiče na razvoj i napredak.

Cljučne reči: menadžment, organizacija, obrazovanje, zdravstvo

The Impact of Healthcare Institutions' Organisation on Education of Nurses

In the recent decades, Serbian healthcare system has been showing the signs of decline caused by stagnation in the economy, reductions in wages and pensions, as well as by the growing number of older population, which requires greater investments in public health. One of the possibilities for improving the organisation of healthcare institutions is to improve public health management through the use of highly qualified management personnel, which has to be supported with an extensive education in the field of management and organisation. A reform of the healthcare system is also possible by the adequate educational personnel, ensuring the adequate educational system. It is possible to improve managerial skills of the existing personnel by further training, lifelong education and learning. This issue is significant from the aspect of both, health care and education as the two core foundations of a society, directly affecting its development and progress.

Key words: management, organisation, education, health care

Zadovoljstvo medicinskih sester z delom v zdravstvenem domu

Zadovoljstvo na delovnem mestu je pomemben pokazatelj uspešnosti in učinkovitosti za delovno organizacijo in za zaposlene. Delovna organizacija je učinkovita in uspešna le, če je v njej velika večina posameznikov zadovoljnih. To je dejstvo, ki pa se ga v praksi še vedno premalo zavedamo. V času ekonomskih negotovosti in socialnih sprememb predstavlja zadovoljstvo zaposlenih velik izziv delovnim organizacijam. Z namenom analizirati zadovoljstvo zaposlenih medicinskih sester v zdravstvenem domu smo izvedli raziskavo. Zanimalo nas je, kateri dejavniki in koliko vplivajo na zadovoljstvo zaposlenih medicinskih sester.

Ključne besede: zadovoljstvo pri delu, medicinske sestre, dejavniki zadovoljstva, izboljšave

Satisfaction of Nurses with Employment at the Health Centre

Job satisfaction is an important indicator of the effectiveness and efficiency of both work organisation and the employee. Work organisation is efficient and effective only if the vast majority of employees are satisfied. It is an important fact, although still not sufficiently accepted in practice. In times of economic uncertainty and social changes, employee satisfaction represents a major challenge to organisations. In order to analyse the satisfaction of nurses with employment at the health centre, we performed a research. We wanted to determine which factors, and to what extent, influence the satisfaction for the employed nurses.

Key words: job satisfaction, nurses, satisfaction factors, improvements

Anticipatorne strategije i tehnike prognoziranja u visokoškolskoj didaktici

Izazovi globalizacije i socijalno-ekonomske prilike situirane u savremeni društveni kontekst značajno su doprineli drugačijem poimanju ciljeva obrazovanja. Savremene pedagoške i didaktičke teorije, etablirane u postmodernistički diskurs učenja i podučavanja, i kritičko-konstruktivnu didaktiku, apostrofiraju značaj socijalnog okruženja i kolaborativnih aktivnosti u radu sa studentima. Nekoliko ključnih pitanja na koja smo pokušali da odgovorimo u ovom radu su: Kako osposobiti studente, buduće refleksivne praktičare, za celoživotno učenje? Kojim strategijama i metodama razvijati kompetencije kod studenata kako bi bili konkurentni na tržištu rada? Na koji način podsticati interakciju, kolaborativni rad, kritičko promišljanje, susret sa neizvesnošću, nestalne forme i spremnost na rizik? Redukovanjem metoda kontemplacije i reproduktivnog učenja, fokusirali smo se na anticipatome strategije i tehnike prognoziranja, koje uključuju metodu simulacije, kvalitativne i eksplorativne metode. Akcenat je stavljen na breinstorming tehnike, Delfi metodu i metodu scenarija, a cilj je da se kod studenata podstaknu vizionarske sposobnosti i proaktivni preduzetnički pristup u upravljanju promenama.

Ključne reči: anticipatome strategije, metode prognoziranja, visokoškolska didaktika, studenti, upravljanje učenjem

Anticipation Strategies and Prediction Techniques in Higher Education Didactics

The challenges of globalisation and socio-economic conditions situated in the contemporary society have significantly influenced a change in the perception of educational goals. Contemporary pedagogy and didactic theories, established in the postmodern learning and teaching discourse, as well as the critically constructive discourse, highlight the importance of the social environment and collaborative activities in working with students. A few of the main questions which we have tried to answer in the paper are: How to prepare students, future reflexive practitioners, for lifelong learning? Which strategies and methods should be used to develop the students' competencies, so that they become competitive in the labour market? How to encourage interaction, collaborative work, critical thinking, face independence, unstable forms and risk management? By reducing the method of contemplation and reproductive study, we focused on anticipation strategies and prediction techniques, which include the simulation method, qualitative, and explorative methods. Brainstorming, the Delphi method, and the scenario method were foregrounded with the goal to encourage visionary abilities and proactive entrepreneurial approach in dealing with changes.

Key words: anticipation strategies, prediction technique, higher education didactics, students, teaching management

Refleksije kejnzijanizma u globaliziranom svijetu

Prema učenju izabranih suvremenih ekonomskih teoretičara poput Samuelsona i Weitzmana, ključni problem globalne ekonomije, kako ga autorica vidi, sastoji se u disparitetu između ponude rada i potražnje za radom, što prethodno spomenuti ekonomisti dohvaćaju u pojmu stagflacije. Onkraj općeprihvaćenih tumačenja odnosa ekonomske prakse i teorije, naše je polazište izraženo u formi dvaju pitanja, čiji se sadržaj na tragu relevantnih uvida u Keynesovu misao o radu (Minskyjev John Maynard Keynes i Keynesova Opća teorija) referira na poimanje smisla ekonomije u eri grubog kapitalizma: (1) u čemu se sastoji bit ekonomije kao takve; (2) na koji je način (ako uopće i jest) moguće pomiriti čovjeku inherentnu pohlepu s razumom, odnosno, razumskim dijelom duše (Aristotel)? Ključnom problemu, koji autorica namjerava izložiti na slijedećim stranicama, pristupiti će se trostruko: (1) metafizičko shvaćenje i tumačenje ljudskoga rada bjelodano u peru biblijskog/ih pis(a)ca Staroga zavjeta te (2) vrednovano kroz prizmu Aristotelove aretaihke etike opisane u njegovoj Nikomahovoj etici; (3) pragmatičko objašnjenje (smisla i vrijednosti) rada prema Keynesovu učenju dostupnome u njegovoj Općoj teoriji zaposlenosti, kamate i novca.

Ključne riječi: John Maynard Keynes, ekonomska teorija, Stari zavjet, Aristotel, Martin Heidegger

Keynesian Reflections in the Globalised World

According to some contemporary economists (e.g. Samuelson, Weitzman), the crucial issue of global economy is the concept of stagflation: disparity between both labour offer and labour supply at the global market, involving the price and future of the labour value itself. Beyond general definitions of the relation between the economic practice and theory, our standpoint is expressed in the form of two questions, of which content, following the insight of Keynes' labour theory issue (Minsky's John Maynard Keynes and Keynes' General Theory) refers to defining the sense of economy in the era of rough capitalism: (1) what is the essence of economy itself; (2) how to reconcile the greedy human nature with reason (Aristotle)? The main issue of this elaboration discussed in the following pages, will be presented by the author at three levels: (1) metaphysical concept of labour followed by the Old Testament writer(s), and (2) explained within Aristotle's aretaic frame described in Nicomachean Ethics; (3) pragmatic explanation of the labour traced by John Maynard Keynes in his General Theory of Employment, Interest and Money.

Key words: John Maynard Keynes, economic theory, the Old Testament, Aristotle, Martin Heidegger

Kritični faktori uspjeha inoviranja hrvatskih poduzeća

Inovacija, posebno kad se sistematično provodi kroz strukturirani inovacijski proces u poduzećima, snažno podupire jedan od temeljnih ciljeva poslovanja, a to je ostvarenje dugoročne konkurentske prednosti. Iz čitavog niza razloga generalno niska razina sposobnosti inoviranja i inovacijskih učinaka opće prihvaćena je percepcija za hrvatska poduzeća. Cilj ovog rada je istražiti koji su to ključni faktori uspjeha koji utječu na uspješnost inoviranja u hrvatskim poduzećima a koji uglavnom pripadaju domeni utjecaja institucionalnog okvira. Kako bi pronašli odgovor na ovo pitanje provedeno je istraživanje na populaciji hrvatskih tehnoloških poduzeća u smislu kvantificiranja razine njihove percepcije o identificiranim kritičnim faktorima uspjeha u inovacijskom procesu. Rezultati i preporuke proizašli iz ovog rada prezentabilni su široj populaciji dionika koji procesno sudjeluju u lancu inoviranja unutar okvira nacionalnog inovacijskog sustava u cilju jasnijih identifikacija barijera i implikacija procesu, te na taj način katalizirati promjene koje trebaju unaprijediti inovativnost hrvatskih poduzeća.

Ključne riječi: inoviranje, hrvatska poduzeća, konkurentska prednost, kritični faktori uspjeha

Critical Success Factors of Innovation in Croatian Companies

Innovation, particularly when systematically driven through structured innovative process, is strongly contributing as one of the principal driving force in achieving the ultimate business objective, which is achievement and maintenance of the long-term sustainable competitive advantage. Due to the number of reasons, generally accepted perception of Croatian companies is that their innovation performance and innovation effects are rather weak. This paper aims to examine how the critical success factors (CSF), mostly managed by the institutional framework, are influencing innovation in Croatian companies. In order to obtain a deeper insight into the topic, a number of Croatian technology oriented companies were questioned regarding their perception of the presented innovation-related CSFs. Results and recommendations are presentable to a number of stakeholders that are influencing innovation processes in Croatian companies, in order to provide them with deeper insights of the implications and barriers of the innovation processes, thus helping them to catalyse focused changes that will result in improving innovation performances and outputs.

Key words: innovation process, Croatian companies, competitive advantage, critical success factors

Globalizacija, bezbednost i humanizam

Niz kompleksnih globalizacionih pojava svojim obimom i značajem prevazilaze okvire nacionalnih država i regiona i postaju celosvetски problemi. Društvena kriza, konflikti i opšte stanje neizvesnosti karakteristike su druge decenije 21. veka. Globalno društvo, koje nije i unipolarno, zahvaćeno je informatizacijom društva i virtualizacijom vrednosti. U višestrukoj uslovljenosti i sveopštoj povezanosti niza pojava, gubi se iz fokusa čovek i njegova zajednica, a nameće se potreba unifikacija stavova i vrednosti. Velika brzina »sažimanja« prostora i vremena, uz neprestanu promenu parametara globalizacionih pojava, otežava dosledno naučno i metodološko sagledavanje. Socijalni procesi postaju programirani u cilju kontrolisanja kriza i konfliktata, što stvara iluziju povećane bezbednosti. Sve je teže naučno prognozirati pravce budućeg razvoja ma kog globalnog procesa. Cilj rada je da istraži i kritički analizira neke od naučno teorijskih stanovišta u vezi sa savremenim globalizacionim procesima i to sa stanovišta zaštite bezbednosti zdravlja i života čoveka, odnosno, sa stanovišta razvoja humanih potencijala čoveka pojedinca i njegove zajednice.

Ključne reči: globalizacija, bezbednost, humanizam, zdravlje

Globalisation, Security and Humanism

A series of complex globalisation phenomena with their scope and importance are expanding beyond the frameworks of national states and regions, and are becoming a worldwide problem. Social crises, conflicts and general state of uncertainty are the main characteristics of the second decade of the 21st century. Global society, which is not unipolar, has been affected by the informatisation of society and the virtualisation of values. In the multiple causality and coherence of phenomena, man and his community are less in the focus, while the need for unification of attitudes and values arises. High speed of space and time "compression", along with constant changes of parameters of globalisation phenomena impede the consistent scientific and methodological comprehension. Social processes become programmed in order to control crises and conflicts, thus creating the illusion of increased security. It is becoming difficult to scientifically predict the development trends of the global process. The aim of this paper is to examine and critically analyse some of the scientific and theoretical standpoints in relation to the contemporary globalisation processes, from the aspect of protection and safety of human life and health, i.e. the development of human potentials of an individual and the community.

Key words: globalisation, security, humanism, health

Vloga medicinske sestre v kabinetu za kontaktne leče

Številna odkritja na področju kontaktnih leč (predvsem uvajanje novih materialov) ponujajo ljudem večje možnosti za korekcijo vida. Oftalmolog opravi pregled, diagnosticira vrsto refrakcijske motnje in predpiše ustrezne kontaktne leče. Medicinska sestra ob upoštevanju standardov zdravstvene nege pri bolnikih opravi nekatere meritve, njena najpomembnejša zdravstvenovzgojna naloga pa je poučevanje bolnikov o varnem nošenju leč, pravilnem vstavljanju in odstranjevanju ter upoštevanju higienskih predpisov. V anonimni anketi, ki smo jo oktobra in novembra 2015 opravili med dvaindevetdesetimi bolniki, ki so prišli v kabinet za kontaktne leče v Splošno bolnišnico Celje na kontrolni pregled, smo ugotovili, da so dobili dovolj kakovostnih informacij v zvezi z nošenjem kontaktnih leč in da sta jih zdravnik in medicinska sestra seznanila s komplikacijami, ki so lahko posledica neupoštevanja navodil za varno nošenje. Večina anketiranih je zadovoljnih z naročanjem na kontrolne preglede, upoštevajo navodila in zaradi tega z očmi nimajo težav. Anketirani moški največjo prednost nošenja kontaktnih leč vidijo v tem, da jim omogočajo ukvarjanje z vsemi športi, ženske pa v nespremenjenem videzu.

Ključne besede: medicinske sestre, kontaktne leče, oči, refrakcija, zdravstvena vzgoja

The Role of Nurses in the Cabinet for Contact Lenses

Numerous discoveries in the field of contact lenses (above all the introduction of new materials), enable people to get better visual acuity. The ophthalmologist examines, diagnoses the type of refractive error, and prescribes suitable contact lenses. Nurses, considering the standards of health care, take some measurements, but their most important task is educating patients about the safe wearing of lenses, the correct way of inserting and removing them, and consideration of hygienic regulations. By performing an anonymous survey of public opinion in October and November 2015 among 92 patients, who came for a check-up to the cabinet for contact lenses of Eye Department in General Hospital Celje, we found out that they had received quality information related to wearing contact lenses, and had been informed about possible complications of not considering the instructions for safe wearing by the doctors and nurses. Most patients involved in the survey are satisfied with check-up examination appointments, they mostly consider the instructions and consequently have no serious eye issues. In the survey, men consider being able to do different sports activities as the biggest advantage of wearing contact lenses, whereas women like the unchanged appearance effect of lenses.

Key words: nurses, contact lenses, eyes, refraction, health education

Uloga finansijske analize u upravljanju internacionalizacije poslovanja preduzeća

U slučajevima kada preduzeća ostvaruju visoke stope rasta, izgradnja pozicije na međunarodnom tržištu predstavlja najvažniji deo tog procesa. Sama mogućnost da se mogu internacionalizovati poslovne operacije predstavlja ključni deo procesa rasta. Kao što je poznato, finansijska analiza se bavi istraživanjem i kvantifikacijom funkcionalnih odnosa sa ciljem da se omogući verodostojna ocena finansijskog položaja i profitabilnosti preduzeća, kao i da se procene buduće performanse. Iz tog razloga, preduzetnici moraju na osnovu realnih finansijskih izveštaja i sve većeg broja faktora koji uzrokuju globalizaciju poslovanja, suočiti se sa konkurentima koji dolaze iz inostranstva i posluju u datoj oblasti i usmeriti svoje napore na internacionalizaciju sopstvenog biznisa. Danas imamo mnogo primera preduzeća koja su deo lanca snabdevanja čija su krajnja tržišta globalna.

Ključne reči: međunarodno tržište, globalizacija, upravljanje, finansijska analiza

The Role of Financial Analysis in Managing Internationalisation of Business in the Company

In cases where companies achieve high growth rates, building a position in the international market is the most important part of that process. The mere possibility that business operations can be internationalised is a key part of the growth process. It is well known that financial analysis deals with research and quantification of functional relationships in order to provide the authoritative assessment of the financial position and profitability, as well as to evaluate the future performance. For this reason, originating from realistic financial statements and a growing number of factors that cause the globalisation of business, the entrepreneurs must cope with foreign competitors doing business in a given area, and focus their efforts on the internationalisation of their own business. Today we have many examples of companies being a part of the supply chain whose final markets are global.

Key words: international market, globalisation, management, financial analysis

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Management at Network Universities: Russia's Experience

International collaboration is a key element for functioning of any educational establishment. This activity is also important for designing curricula, doing research, and developing supplementary education at a university. Nowadays, there are traditional forms of university interaction in Russia: holding conferences, arranging round tables, seminars, conducting research on topics evoking mutual interest between universities – partners and universities – participants. One of interaction forms worth mentioning, is setting up the “network universities”. The activity of such universities is directed to their cooperation with other higher educational establishments, public organisations, industrial enterprises, banks, obtaining various structures of finance and communication. Network universities have a possibility to make contacts with universities – partners and to support different curricula of universities – participants. Ural Federal University named after the first President of Russia B. N. Yeltsin is a good example of a network university. It cooperates with four hundred universities from sixty-four countries.

Key words: cooperation, network university, interaction, research, education

Upravljanje univerzitetnega omrežja: primer iz Rusije

Mednarodno sodelovanje je ključno za delovanje izobraževalne organizacije. Ta dejavnost je tudi pomembna za oblikovanje učnih programov, raziskovalno delo ter razvoj dodatnega izobraževanja na univerzi. Danes obstajajo tradicionalne oblike interakcij med univerzami v Rusiji: organizacija konferenc, okroglih miz, seminarjev, raziskovanje posameznih tematik, ki so v skupnem interesu univerz – partnerk in univerz – udeleženk. Ena od oblik takšne interakcije je vzpostavitev »univerzitetnega omrežja«. Dejavnost tovrstnih univerz je usmerjena k sodelovanju z drugimi visokošolskimi zavodi, javnimi organizacijami, industrijskimi podjetji in bankami ter k pridobivanju finančnih in komunikacijskih struktur. Univerzitetno omrežje ima možnost navezati stike tako z univerzami – partnericami, kot nuditi podporo različnim učnim programom na univerzah – udeleženkah. Ural Federal University, poimenovana po prvem predsedniku Rusije, B. N. Jelcinu, je dober primer univerzitetnega omrežja. Sodeluje s 400 univerzami iz 64 različnih držav.

Ključne besede: sodelovanje, univerzitetno omrežje, interakcije, raziskovalno delo, izobraževanje

Načrtovanje poklicne kariere

Dandanes na trgu dela uspevajo kandidati, ki vedo, kaj želijo delati, ki poznajo svoje sposobnosti in večšine ter jih znajo tudi ustrezno predstaviti delodajalcem. Za razvoj kariere moramo imeti točne in jasno določene cilje, zavedati se tudi moramo, da pot do uresničitve ne bo lahka. Glede na težave, s katerimi se soočamo mladi v današnjem času pri iskanju prve zaposlitve, si moramo svoj karierni načrt zastaviti že zelo kmalu in si poskušati pridobiti čim več izkušenj, ki jih delodajalec zahteva, ko išče ustrezne sodelavce za svojo organizacijo. Za razvoj kariere, ki pomeni pridobivanje različnih spretnosti, izkušenj in znanja, smo odgovorni predvsem sami. Zavedati se moramo, da je vsak posameznik svet zase, je zakladnica najrazličnejših virov, ki jih ima posameznik vedno na razpolago. Kako jih izkoristi in uporabi na svoji karierni poti, pa je odvisno le od njega. Namen prispevka je predstaviti pojma karierni načrt in razvoj kariere, njuno povezanost ter preko rezultatov raziskave pokazati, kakšno vlogo imata pri posamezniku.

Ključne besede: kariera, karierni načrti, razvoj kariere

Career Planning

Nowadays, the labour market allows success to those candidates who know what they would like to do, know their abilities as well as skills, and find the right way to present themselves to the future employer. For a proper career development, we need to set accurate and clearly determined goals, while having in mind that the path to accomplishing those will not be easy. With respect to problems that youth is facing while searching for their first employment, early career planning and trying to achieve certain skills, demanded by employers, is now important more than ever. Candidates are directly responsible for their career development by obtaining different skills, experiences and knowledge. We have to be aware that behind every person's available resources and skills there is a story, and only this person knows how to use them for advancing their career path. The article's purpose is to explain the terms career plan and career development, and how their interconnectedness influences them. Moreover, by presenting the survey results, we wanted to show their role in an individual.

Key words: career, career plans, career development

Comments on the Development Strategies of Schools of Higher Vocational Education in Poland

Dynamic changes taking place in the internal and external environments of higher education institutions cause that preparation and implementation of development strategies is particularly important and necessary. Strategies allow to direct activities of universities towards the future and thereby move from administration to management of higher education institutions. Universities which have development strategies can be more competitive on the educational market, and can adapt to changes in the regulatory, demographic and socio-cultural areas. Management of higher education institution through the prism of strategy can contribute to improving the quality of education and research, better cooperation with other entities, awareness enhancement of the challenges facing the university, etc. The aim of the article is to analyse the development strategies of state schools of higher vocational education in Poland, in particular their missions, visions and strategic objectives. Moreover, it has been verified whether the development of the schools of higher vocational education has been linked to socio-economic development at regional and local levels in the analysed strategic documents.

Key words: schools of higher vocational education, development strategy, management of higher education institution

Pripombe na razvojne strategije višjih strokovnih šol na Poljskem

Dinamične spremembe, ki potekajo v notranjem in zunanem okolju visokošolskih zavodov, zahtevajo, da je priprava in izvajanje razvojnih strategij še posebej pomembna in potrebna. Strategije omogočajo usmerjanje dejavnosti univerz v prihodnost in s tem prehajanje iz administracije v menedžment visokošolskih zavodov. Univerze z razvojnimi strategijami so lahko bolj konkurenčne na izobraževalnem trgu, lažje pa se tudi prilagodijo spremembam na regulativnih, demografskih in socialno-kulturnih področjih. Menedžment visokošolske ustanove skozi prizmo strategije lahko prispeva k izboljšanju kakovosti izobraževanja in raziskav, k boljšemu sodelovanju z drugimi institucijami, k boljšemu zavedanju posameznih izzivov za univerzo itd. Cilj prispevka je analizirati razvojne strategije državnih višjih strokovnih šol na Poljskem, zlasti njihove misije, vizije in strateške cilje, hkrati pa preveriti, ali je v analiziranih strateških dokumentih razvoj višjih strokovnih šol povezan z družbeno-gospodarskim razvojem na regionalni in lokalni ravni.

Ključne besede: višjega strokovne šole, strategije razvoja, menedžment visokošolskih ustanov

Dejavniki uspešnosti zaposlenih - potreba po ugotavljanju razvojnih teženj

V današnjem globalnem, hitro se spreminjajočem okolju so analize s kazalci, kot ocenami nadaljnjih razvojnih tokov, pridobile na pomenu. To pomeni, da gre za zgodnje in pravočasno odkrivanje razvojnih teženj organizacije, do katerih pridemo s pomočjo povezanega znanja med zaposlenimi in s sistemi notranjega in zunanjega okolja organizacije. Tako je mogoče spoznavati lastni položaj in razvojne težnje. Z analizo kvalitativnih dejavnikov pridobimo vpogled v nefinančne kazalce uspešnosti, ki jih določimo in uporabimo za primerjanje podatkov, ugotavljanje odmikov, njihovih vzrokov in posledic. Primerni so za nadziranje, vodenje in usmerjanje, s čimer v zaposlenih in v organizaciji nasploh, spodbujamo ustvarjalnost in nove zamisli. Analize nefinančnih kazalcev uspešnosti so lahko podlaga oblikovanju predlogov za izboljšave procesov in stanja v organizacijah. S kazalci si pomagamo zastavljati cilje in strategije organizacije, pomagajo tudi finančnim kazalnikom. Menimo, da jih je treba obravnavati kot kvalitativne dejavnike v okviru novih modelov merjenja uspešnosti, ki zajemajo »kvantitativno-kvalitativnik« vidik merjenja dejavnikov, s tem pa bolj popolno obravnavo organizacije.

Ključne besede: zaposleni, uspešnost, dejavniki, nefinančni kazalci

Success Factors of Employees – the Need for Identifying Development Trends

In today's rapidly changing global environment, the analyses with non-financial indicators as well as evaluations of further development trends have gained on their importance. This means an early and timely detection of development trends in the organisation by using related knowledge of employees and the systems of internal - external organisational environment. Thus, it is possible to know the organisation's situation and development trends. With the analysis of qualitative factors we gain an insight into the non-financial performance indicators which we determine and use to compare data, identify deviations, their causes and consequences. They are suitable for monitoring, managing and routing, with which we enhance creativity and new ideas in employees and the organisation in general. The analysis of non-financial performance indicators can become the basis for formulating proposals for improvement of processes and state of organisations. The indicators help us to set goals and strategies of the organisation, supporting financial indicators as well. We believe that they should be regarded as qualitative factors in the context of new models of performance measurement, which include quantitative-qualitative aspects of factors measurement, and therefore a better treatment of an organisation.

Key words: employees, performance, factors, non-financial indicators

Zadovoljstvo z delom v zdravstvu: menedžment v domovih za starejše

Posledice zadovoljstva z delom se odražajo na delovnem področju posameznika, kar je zlasti pomembno v domovih starejših občanov, kjer je objekt dela ostareli pacient. Namen raziskave je bil ugotoviti stališča vodilnih zdravstvenih delavcev v domovih starejših občanov glede zadovoljstva z delom, ki ga opravljajo, s sodelavci in z delovno klimo. Kvantitativna anketna raziskava je bila izvedena na vzorcu 60 vodij zdravstvene nege v domovih za starejše. Podatki so bili zbrani s strukturiranim spletnim vprašalnikom. Vodje menijo, da imajo pri svojem delu podporo sodelavcev, ki jim tudi sami radi pomagajo. Visoko strinjanje so izrazili z oceno zahtevnosti, pomembnosti in koristnosti svojega dela. Opozarjajo na premajhno število zaposlenih, da bi lahko izboljšali kakovost. Zaposlitev na delovnem mestu vodje je v korelaciji z mnenjem o možnostih vpliva na organizacijo lastnega dela ter negativno povezana z doživljanjem pritiskov s strani nadrejenih. Zadovoljstvo menedžmenta v domovih za starejše lahko izboljšamo s povečanjem števila zaposlenih izvajalcev zdravstvene nege ter z večjo vključenostjo v organizacijo lastnega dela.

Ključne besede: zadovoljstvo zaposlenih, menedžment v zdravstvu, delovna mesta, domovi za starejše

Satisfaction with Work in Health Care: Management in Nursing Homes for Older People

The consequences of job satisfaction are reflected in the quality of work of every employee. This is particularly important in nursing homes for older people, where the main subject is older patient. The purpose of our study was to define the attitudes of the care management personnel in nursing homes regarding satisfaction with their work, co-workers, and working atmosphere. The survey was carried out on the sample of 60 respondents, managers of nursing care in nursing homes. The data were collected with the structured online questionnaire. The nursing management personnel believe to have support of their co-workers, to whom they also like to help. The respondents expressed a high level of agreement with the assessment of complexity, importance, and usefulness of their work. They pointed out that the lack of employees is an obstacle for the quality of older people care. The higher management position is significantly correlated with the attitudes of possible impact on their own work organisation, and negatively connected with the perception of pressure from their superiors. Job satisfaction of nursing management personnel in homes for older people could be improved with an increased number of nursing care professionals and their stronger involvement in organisation of their own duties.

Key words: employee satisfaction, management in health care, workplaces, nursing homes

Makroekonomska neravnotežja in insolventnost v Sloveniji

Svetovna gospodarska in finančna kriza sta močno vplivali na delovanje držav. Življenje je postalo težje. Vsi statistični podatki kažejo slabe razmere na trgu in veliko podjetij je v težavah. Mnoga so svojo pot zaključila že v začetku krize, druga pa kasneje zaradi plačilne nediscipline ipd. Tudi Slovenija se še vedno sooča s čezmernimi makroekonomskimi neravnotežji, ki zahtevajo posebno spremljanje in nadaljnje odločnejše ukrepe svoje politike. Neravnotežja so se v zadnjem letu zmanjšala zaradi makroekonomskega prilagajanja in odločnih ukrepov slovenske politike. Vendar so zaradi obsega potrebnega zmanjšanja znatna tveganja še vedno prisotna.

Ključne besede: globalizem, finančna kriza, makroekonomska neravnovesja, insolvenčni postopki

Macroeconomic Imbalances and Insolvency in Slovenia

The global economic and financial crisis has had a profound effect on the functioning of the country. Life has become more difficult. All the statistics show a bad situation in the market and many companies have difficulties. Some already completed their journey at the very beginning of the crisis, others later due to lack of payment discipline, etc. Slovenia still faces excessive macroeconomic imbalances, which require special monitoring and further firm policy measures. Due to macroeconomic adjustment and decisive action in Slovenian policy framework, imbalances have decreased in the last year. However, due to the volume of necessary reductions, significant risks are still present.

Key words: globalism, financial crisis, macroeconomic imbalances, insolvency proceedings

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