



fakulteta
za komercialne
in poslovne vede

**zbornik
povzetkov
referatov**

**Znanje in
poslovni izzivi
globalizacije v letu 2012**

Fakulteta za komercialne in poslovne vede
Celje, 15.-16. november 2012

**international
scientific
conference**



**mednarodna
znanstvena
konferenca**

**book
of
abstracts**

**Knowledge and
business challenge
of globalisation
in 2012**

Faculty of commercial and business sciences
Celje, 15th-16th November 2012

Celje 2012

Naslov/Title ■ Znanje in poslovni izzivi globalizacije v letu 2012: zbornik povzetkov referatov 4. mednarodne znanstvene konference, Celje, 15.–16. november 2012
Knowledge and business challenge of globalisation in 2012: book of abstracts of the 4th international scientific conference, Celje, 15th–16th November 2012

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Založba/Publishing house ■ Fakulteta za komercialne in poslovne vede

Oblikovanje naslovnice/Design ■ Perčič Design, Celje

Tisk/Print ■ Grafika Gracer, Celje

Naklada/Printing ■ 250 izvodov

Avtorji so za jezikovno in strokovno natančnost povzetkov poskrbeli sami.

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

001.101:339.9(082)

ZNANJE in poslovni izzivi globalizacije v letu 2012 : zbornik povzetkov referatov : 4. mednarodna znanstvena konferenca, Fakulteta za komercialne in poslovne vede, Celje, 15.-16. november 2012 = Knowledge and business challenge of globalisation in 2012 : book of abstracts : international scientific conference, Faculty of Commercial and Business Sciences, Celje, 15th-16th November 2012 / [urednika Marjana Merkač Skok in Marijan Cingula]. - Celje : Fakulteta za komercialne in poslovne vede, 2012

ISBN 978-961-6825-64-1

1. Vzp. stv. nasl. 2. Merkač Skok, Marjana
264091392

Pozdravni nagovori na otvoritvi
4. mednarodne znanstvene konference
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Vabljeni predavanji na plenarnem zasedanju
4. mednarodne znanstvene konference
Znanje in poslovni izzivi globalizacije v letu 2012

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Vabljeno predavanje na plenarnem zasedanju

Invited plenary lecture

Mirjana Pejić Bach

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How to write and publish a paper in ISI journal: A closer look to Eastern European economics, business and management journals

Abstract

Scientific research publishing is important for the development of the society. In publication of the scientific research results other motives apart from the dissemination of knowledge also exist, which are important for the individual: requirement for graduation and for promotion, and to be recognized as respectable researcher. A publication by the level of difficulty in accepting a paper could be graded in the following order from the easiest to the hardest: book chapter, conference, non-indexed journal and indexed journal. Journals are currently indexed in two databases: Scopus and Web of Science (ISI). Among those, Web of Science (ISI) has a long tradition and is a formally accepted in a number of countries and institutions as an indicator of the quality of indexed journal. Hence, publication in ISI journal is an important venue for scientific researchers, although previously published papers indicate that there are substantial obstacles for researchers from developing countries. Four critical questions emerge: (1) How to pick a topic that is relevant for publication?, (2) How to select a journal for possible publication of research results?, (3) How to arrange the paper in accordance with IMRAD outline?, and (4) How to efficiently write the paper?. The goal of the paper is to propose simple yet highly applicable advice when answering these questions and thus pursuing the publication of a paper in an ISI journal with a closer look to economics, business and management journals that focus on Eastern European countries.

Keywords: publication, scientific research, knowledge economy



Aktualni vidiki podjetništva in trženja

Current aspects of entrepreneurship
and marketing

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Specializirana mreža za trženje življenjskih zavarovanj omogoča večji indeks rasti prodaje

Povzetek

Večji delež sklenjenih življenjskih zavarovanj v okviru lastne zastopniške mreže lahko zavarovalnice dosežejo s formiranjem specializirane zastopniške mreže za trženje življenjskih zavarovanj. Ta mora biti tudi pravilno strukturirana. Tako obliko prodaje zasledimo pri nekaterih zavarovalnih hišah, kjer se je pokazalo, da stvar dejansko deluje, saj so prodajni rezultati nadpovprečni. V članku je glavno zanimanje namenjeno višini premije življenjskih zavarovanj po letih, verižnemu indeksu rasti premije življenjskih zavarovanj in baznemu indeksu rasti premije življenjskih zavarovanj. Opazovano obdobje se razteza med letoma 2006 in 2010, saj podatki za leto 2011 še niso na voljo. Analiza stanja na trgu življenjskih zavarovanj kaže, da imajo zavarovalnice, ki za trženje uporabljajo kakršno koli obliko specializacije, boljše indekse rasti kot tiste, ki tega ne počnejo.

Ključne besede: specializirana mreža, prodaja, življenjska zavarovanja, zavarovalnice, konkurenca

Specialized network marketing of life insurance provides greater level of sales

Abstract

Larger share of of life insurance entered into under their insurance agency network can be achieved by the formation of a specialized agency network for the marketing of life insurance which must also be properly structured. This form of sales traced to some insurance houses, where it was shown that the thing actually works, they are above average sales results. In this paper, the main interest is intended amount of life insurance premiums by year, chain index of growth in life insurance premiums and a base index of

growth in life insurance premiums. The observation period stretching between 2006 and 2010, because data for 2011 not available yet. Analysis of the situation in the life insurance market shows that insurance companies which use to market any kind of specialization, have better growth indices than those who do not.

Keywords: specialised network, sales, life insurance, insurance companies, competition



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Pravo, kriza in politika

Povzetek

Slovenija je že nekaj let v globoki gospodarski krizi. Zaradi množice stečajev se povečuje število brezposelnih, panoge, ki so bile nekoč stebler razvoja in napredka pa propadajo. Slabša se tudi položaj tistih, ki imajo sicer redne dohodke a lahko za denar, ki ga prejemajo, dobijo vedno manj, ker cene osnovnih življenjskih potrebščin nenehno rastejo. Gospodarski in finančni krizi se je pridružila tudi kriza vrednot, ki se zajeda v vse pore družbenega življenja in skrb za lasten uspeh, čeprav na račun drugega, postaja pravilo obnašanja. Zato ni čudno, da pada zaupanje v pravo in ljudje ne verjamejo, da bodo nezakonita ravnanja posameznikov ustrezno sankcionirana. Na preizkušnji je spoštovanje načel demokratičnega odločanja, pravne države, ponovna vzpostavitev medsebojnega zaupanja in postavljanje skupnih ciljev za blaginjo države pred lastnimi cilji. Gre za cilje, ki nujno zadenejo tudi ob vprašanje človekove kulture in njegovega odnosa do moralno etičnih načel. V tem članku zato avtorica opozarja na nekatere odklone, ki so zaznamovali obdobje po osamosvojitvi Slovenije in jih, čeprav govorimo o krizi, ki običajno mine, ni mogoče spregledati in ostati do njih ravnodušen.

Ključne besede: pravo, gospodarska kriza, kriza vrednot, upravljanje države, demokracija, politika

Law, crises and politics

Abstract

Slovenia has been in deep economic crisis for several years. Numerous bankruptcies caused expansion of unemployed people and branches, which were once the pillar of development and economic progress, are now falling into decay. Even the situation of employed people is getting worse and worse. Their incomes are much too low for the high prices of living, which are increasing constantly. But economic crisis is not the only problem. People are also confronting with crisis of values, which is noticed in social life. One's own success, even if gained by harming others, is becoming a rule of behaviour. Therefore is no longer a surprise that trust in law is decreasing and (that) people no longer believe in adequate punishing of illegal activities. The respect of principles about democratic decision-making and legal state, the restoration of trust among each others, the common goals of public welfare treated preferentially etc., are being put on test. These common goals affect not only the question about human culture, but also man's attitude towards moral and ethical principles. In this article, author is exposing some deviations which marked the years after Slovenia gained independence. Even though this is the crisis which usually goes by, it is impossible to overlook or remain indifferent to this kind of issues.

Keywords: law, economic crisis, crises of values, governance, democracy, politics



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Segmenting tourists based on interest for visiting attraction on rural area

Abstract

The aim of this study is to analyse tourists' interest in visiting attractions on rural area among three groups of tourists that stayed in seven seaside tourist resorts in Istria County. Tourists were a priori grouped based on their interest in spending a part of their vacation on rural area. The differences among groups and interest in visiting different attraction on rural area were determined using one-way analysis of variance. Sample characteristics for the three groups are presented. Significant differences among the three groups were found from the aspect of visiting protected areas, attending local entertainment events, visiting different cultural heritage sites, visiting museums and exhibitions, interest in local cuisine, hospitality of locals, entertainment possibilities, variety sports and recreational activities, diversity of architectural styles, organised excursion, scenic and natural beauty, environmental preservation, picturesqueness and tidiness, variety of cultural events and variety of entertainment possibilities. The results suggest that, among tourists who spend their vacation in seaside resorts, there is a segment of tourists that is interested in spending a part of their vacation on rural area. These tourists showed certain level of interest in visiting different attraction on rural area so there is a possibility in creating specific tourism offer suitable for them. The results are based on convenient sample so they may not be generalized to the overall tourism market. Data were collected during high season and the results may differ those collected in other parts of the year. Based on the results there is a possibility for developing marketing attraction on rural area targeted on tourists who spend their vacation in various seaside resorts.

Keywords: market segmentation, attractions, interest for rural area, Istria County, ANOVA



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Influence of children on marketing of tourism destination attributes

Abstract

Children play important role in the decision making process, so they are also important factor in marketing certain attributes of tourism destination. The main aim of this paper is to determine the differences between groups of tourists, those who were accompanied by children and those that were not, from the aspect of importance they place on various tourism destination attributes. Data was collected from July, through September 2010 as a part of a research on tourists' attitudes related to importance of environmental preservation on a sample of tourists staying in seven seaside tourist resorts in the Istria County. Differences were determined using t-test. Significant differences between the groups were found from the aspect of protected areas, entertainment, cultural events, exhibitions and museums, transport accessibility, sports and recreation, excursions and climate. The results suggest that children are important factor in marketing tourism destination attributes.

Keywords: tourism destination attributes marketing, decision making process, influence of children, Istria County



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Motivacijski dejavniki v slovenskih podjetjih

Povzetek

Cilj vsakega podjetnika je ustvariti čim uspešnejše podjetje. Sodobna teorija poslovnih financ kot primarni cilj poslovanja podjetja, ki deluje v tržnem gospodarstvu poudarja maximiranje premoženja lastnikov. Ni pa to edini kriterij, ki nam pokaže kako uspešno je podjetje. Drugi kazalci uspešnosti so lahko še čim višji dobiček, ohranitev delovnih mest ali višina plač. Uspeh podjetja je odvisen od različnih dejavnikov, kot so dobra organizacija poslovanja, učinkovita nabavna funkcija, optimiziranje procesov, maksimalno izkoriščanje danih potencialov in ne nazadnje dobra motivacija zaposlencev, saj so le ti osnovni gradniki uspešnosti podjetja. Novi pristopi k motivaciji odkrivajo, da je finančna motivacija kratkotrajna in dajejo vse večji poudarek čustveni motivaciji, da bi bili zaposlenci motivirani tudi takrat, ko niso pod nadzorom managementa. Da bi ugotovila, kako je z motivacijskimi dejavniki v srednjih in velikih podjetjih v letih od 2009–2011 v Sloveniji, sem se na podlagi anketnega vprašalnika lotila raziskave. Prvi del članka opisuje dosedanje izsledke, drugi - osrednji (empirični del) pa na podlagi raziskave in statistične analize prikazuje korelacijo med motivacijskimi faktorji, ki jih uporabljajo podjetja v odnosu do dobičkonosnosti kapitala in dobičkonosnosti sredstev. Na podlagi raziskave sem prišla do zaključka, da motivacijski faktorji sicer imajo vpliv na poslovanje podjetja, je pa ta tako majhen, da bistveno ne vpliva na rezultat poslovanja.

Ključne besede: motivacija, motivacijski dejavniki, kadrovska funkcija, dobičkonosnost kapitala uspešnost podjetja

Motivational factors in Slovene companies

Abstract

The goal of every businessman is to create a successful company. Modern theory of business finances stresses maximizing of the owners assets as a primary goal of a market economy company, but it is not the only criteria for showing the company's success. Other indicators of success can be a higher profit, conservation of work places or the height of salaries. Company's success depends on different factors such as a good business organization, efficient purchasing function, process optimizing, maximum exploiting of given potentials and a good employee motivation, for they are the foundations of a company's success. New approaches reveal, that financial motivation is short lived, therefore they give a higher emphasis to emotional motivation, so the employees would be motivated even while not being supervised. I have started a research, based on a survey of middle and large-sized companies in Slovenia in years between 2009 and 2011, to determine whether the motivational factors effect a company's success. The first part of the article describes the reports so far recieved, the second part of the article (empirical) demonstrates the correlation between motivational factors used in a company and the company's profit, based on my research and statistical analysis. Based on my research I have come to the conclusion that employee motivation has some influence on company's profit, but is so insignificant, that we can ignore it.

Keywords: motivation, motivational factors, staff function, profit, return on equity, return on assets



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Vpliv izbranih dejavnikov na produktivnost slovenskih zavarovalnic

Povzetek

Tema katero obdelujemo v prispevku je povezana s trenutni izzivi slovenskega zavarovalništva. Velikokrat se omenja, da je potrebno dvigniti produktivnost slovenskih zavarovalnic, iskati priložnosti v širitvi na druge trge in v združevanju zavarovalnic zaradi učinkov ekonomije obsega. Produktivnost slovenskih zavarovalnic je nekajkrat nižja kot v nekaterih drugih državah npr. Italiji, Danski, Portugalski, Belgiji. Je pa tudi precej višja kot npr. v Madžarski ali Hrvaški. Razmišljamo lahko o tem kaj je vzrok za take razlike. Glede na priporočila, ki se trenutno pojavljajo v slovenskem prostoru smo obdelali predvsem tri vidike: vpliv deleža tujega kapitala na produktivnost slovenskih zavarovalnic, vpliv vrste zavarovalne družbe in vpliv velikosti zavarovalne družbe. Prvi del prispevka je namenjen teoretičnim izhodiščem, pregledu dosedanjih raziskav, postavitvi modela in predstavitvi metodologije. Osrednji del je predstavitev empirične raziskave, ki je bila narejena na osnovi javno dostopnih podatkov za obdobje več let. Na koncu prikažemo rezultate in jih komentiramo. Z regresijsko analizo smo analizirali vpliv spremenljivk delež tujega kapitala, velikost podjetja in spremenljivke vrsta zavarovalnice, na produktivnost. Rezultati so pokazali, da ne moremo s statistično značilnostjo trditi, da imata velikost podjetja in delež tujega kapitala pozitiven vpliv na produktivnost slovenskih zavarovalnic, lahko pa to potrdimo za vrsto zavarovalnice kot pokazatelj stopnje specializiranosti.

Ključne besede: zavarovalništvo, produktivnost, lastništvo, vrsta zavarovalnice, velikost zavarovalnice

Impact of selected factors on productivity of Slovenian insurance companies

Abstract

The topic which we discuss in this paper is related to the current challenges of the Slovenian insurance companies. It is often mentioned that we need to raise the productivity of Slovenian insurance companies, look for opportunities to expand into other markets and aim at integration of insurance companies due to economies of scale. Productivity of Slovenian insurance companies is several times lower than in some other countries e.g. Italy, Denmark, Portugal, Belgium. However it is also much higher than e.g. in Hungary or Croatia. We are thinking about the reasons for such differences. Taking into account the recommendations that are currently

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emerging in the Slovenian area we analyzed three main aspects. Firstly we analyzed the impact of the share of foreign capital on the productivity of Slovenian insurance companies; secondly we analyzed the impact of the type and thirdly the size of insurance companies on their productivity. The first part of this paper is aimed at theoretical issues, review of the previous research, design of a model and presentation of the methodology. The central part includes the presentation of empirical research which has been done on the basis of publicly available data covering a period of several years. At the end we present the results and comment on them. Using the regression analysis, we analyzed the effects of different variables on productivity: proportion of foreign capital, company size and type of insurance company. The results have shown that we cannot say with statistical significance that both the company size and share of foreign capital have a positive impact on the productivity of Slovenian insurance companies, but we can confirm this for type of insurance company as an indicator of the level of specialization.

Keywords: insurance, productivity, ownership, type of insurance company, size of insurance company



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The agency problem in healthcare and the importance of incentives

Abstract

The agency problem in healthcare is caused by information asymmetry between the principal and the agent and is different than the agency problem in other economic fields due to the specificities of healthcare systems. Although other principal-agent relationships are present in healthcare, the most common one is the one between the patient - principal, and his physician - agent. Bearing in mind that there is a certain conflict of interests between the patient and the physician, the ultimate goal is to create an incentive compatible contract which will maximize utility of both the principal and the agent. A well designed payment system in healthcare has a great importance in influencing physicians' behavior and when determining the payment system which will contribute the most to the motivation of the physician to maximize the patient's utility, the guiding principles should be optimal use of resources and effective resource allocation to ensure an efficient healthcare system.

Keywords: information asymmetry, incentive compatible contract, health care efficiency, resource allocation, healthcare payment systems



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Statistical analysis of poultry meat supply data for European countries

Abstract

Each of the European countries registers the data on supply of food articles. For the purpose of this research, official on population, production, imports, exports and prices of poultry meat from 38 countries of Europe are selected and analysed. To enable comparison, the data in kilograms will be recalculated in kilograms per capita. Producer prices in U.S. \$ was compared with the production, import and export of poultry meat per capita for each country. Using regression analysis useful regression parameters are estimated. After recognizing the statistical significance of the variables, the extreme outlying and influential values are investigated, too. All correlations are displayed with graphs and comments. To study the dynamics of variables, the index numbers for 2009 compared to 2007 are calculated. Using correlation analysis, each country is ranked among the European countries. The Box-and-Whiskers Plot analysis detects outliers, and these are the countries with high atypical low values of variables on poultry meat. The analysis is applied to Slovenian data, putting Slovenia in the group together with similar European countries.

Keywords: poultry meat, supply, dynamic analysis, correlation analysis



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Entrepreneurial competence of women in EU project management

Abstract

Planning and managing projects in order to achieve objectives, mostly in a complex environment, including creativity, innovation and risk taking ability, are all characteristics and describe entrepreneurial competence. This paper provides findings of an entrepreneurial competence research by comparing the crucial aspects that project managers who conduct EU projects are

expected to have, with the physical and psychological characteristics of female and male managers that are furthermore correlated to the business performance and it's monitoring in strategic leadership context. Variety of studies shows the interconnection of entrepreneurship competencies and gender, clamming that women worldwide own and manage less business than men, they tend to focus on different business sectors than men, and have different socioeconomic conditions such as education, social status, financial capacities and similar (Minniti and Naudé, 2010, pp. 277–288). The level of entrepreneurial competences of employees is surely a significant element in a success of an enterprise but also of a project, specifically those funded by the EU. This paper provides a comprehensive framework of knowledge, skills and attitudes necessary for the successful fulfilment of EU projects in a complex gender environment.

Keywords: entrepreneurial competence, female entrepreneurship, EU project management, competence research, gender



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Spremljanje stroškov naročanja in zalog v Sloveniji

Povzetek

Prispevek obravnava področje nabavne funkcije in funkcije zalog v podjetju. Vse informacije za uspešno vodenje zagotavlja poslovodno računovodstvo v podjetju. V raziskavi smo proučevali optimalna naročila v srednje velikih in velikih podjetjih v Sloveniji, ki so povezana z zalogami in obsegom naročila. Raziskavo smo izvajali v mesecu aprilu 2012. Rezultati so nas privedli do zaključka, da opazovana podjetja, ki imajo delež stroškov neposrednega materiala v celotnem prihodku večji (nad 50 %), redkeje

ugotavljajo optimalno naročilo kot podjetja, ki imajo manjši delež teh stroškov v celotnem prihodku. Naš prispevek predstavlja raziskavo s predstavljenimi rezultati, ki je primerljiv s predhodnimi raziskavami in odraža stanje v sedanosti.

Ključne besede: podjetje, računovodske informacije, optimalna zaloga, naročanje, poslovanje

Monitoring the cost of procurement and supply in Slovenia

Abstract

This paper deals with the area of the purchasing function and stock functions within the company. All information for the successful conduct provided to from management accounting in the company. In this study we investigated the optimal contract in large and medium-sized companies in Slovenia, which are associated with stocks and the volume of orders. The research was conducted in April 2012th. The results have led us to conclude that the observation that a proportion of direct material costs in total income was higher (over 50 %), rarely identify the optimal contract as companies that have a smaller share of these costs in total income. Our paper presents a survey of the results presented, which is comparable with previous surveys and reflects the situation in the present.

Keywords: enterprise, financial informations, optimal stock, procurement, business



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Vrednote, delovni motivi in zadovoljstvo z delom

Povzetek

Vrednote so centralni življenjski cilji, ideali, vodila, ki usmerjajo naša stališča, mnenja in vedenje. Zaposleni, pri katerih osebne vrednote in vrednote podjetja niso usklajene, se v organizaciji ne počutijo dobro in postanejo nezadovoljni. Motivacija povzroča in usmerja naša dejanja; je pomemben faktor delovne uspešnosti in učinkovitosti posameznika, tima ali organizacije kot celote. Ljudje delamo, da zadovoljimo svoje potrebe. Delovna motivacija zajema dejavnike, ki spodbujajo in usmerjajo delo ter določajo njegovo trajanje, kakovost in intenzivnost. Povezana je z zadovoljstvom pri delu; bolj kot so zadovoljni naši motivi, bolj smo zadovoljni in obratno. Cilj raziskave je spoznati individualne vrednote zaposlenih, prevladujoče delovne motive in zadovoljstvo z delom ter ugotoviti, kakšna je povezava med temi spremenljivkami. Raziskava daje odgovor na vprašanje o razlikah med bolj in manj zadovoljnimi posamezniki. Vzorec je zajemal 70 oseb različnih poklicev z najmanj srednjo stopnjo izobrazbe, za zbiranje podatkov so bile uporabljene lestvice individualnih vrednot, delovnih motivov in delovnega zadovoljstva. Statistična obdelava je vključevala deskriptivno statistiko, analizo variance, t-test, hi-kvadrat preizkus ter korelacijsko, regresijsko in diskriminantno analizo. Zadovoljstvo z delom je najvišje pri dejavniku varnost dela, globalno zadovoljstvo z delom je nadpovprečno. Med individualnimi vrednotami so najvišje cenjene partner(-ka)/ljubezen, otroci, osebna varnost/zdravje, najmanj pa moč/vpliv. Najbolj zadovoljen je motiv dobre delovne razmere, najbolj zaželen pa zanimivo delo. Največja motivacijska napetost je pri motivu dobra plača in druge motivacijske ugodnosti, ki je tudi diskriminantni faktor med nezadovoljnimi in zadovoljnimi.

Ključne besede: vrednote, motivi za delo, zadovoljstvo z delom, motivacija, merjenje zadovoljstva, upravljanje s kadri

Values, work motives and job satisfaction

Abstract

Our values are central life goals, ideals, and guides for our attitudes, opinions and behavior. Employees whose personal and company's values are not consistent, do not feel well in the organization and become dissatisfied at work. Motivation leads and directs our actions; it is an important factor of performance and efficiency of an individual, team or organization as a whole. People work to meet their needs. Work motivation

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includes factors that promote and direct the work and determine its duration, quality and intensity. It is associated with job satisfaction; individuals whose motives are satisfied feel more job satisfaction and vice versa. The aim of present research is to understand the individual values of employees, the dominant work motives and job satisfaction and to figure out what is the connection between those variables. The study also gives the answer to the question what is the difference between satisfied and dissatisfied individuals. The sample included 70 people of various occupations with at least a middle school. Three questionnaires were used for assessment: a scale of individual values, a scale of working motives and job satisfaction scale. The statistical analysis included descriptive statistics, analysis of variance, t-test, hi-square test, correlation, regression and discriminant analysis. Results showed that job satisfaction is the highest with safety at work; global job satisfaction is above average. The most important individual values are partner/love, children, and personal safety/health; less important value is power/influence. The most satisfied motive is good working conditions; the most admired one is interesting work. Motivational tension is the highest for motive good salary and other material benefits and the difference in this motive is also the discriminant factor which distinguishes between dissatisfied and satisfied employees.

Keywords: values, work motive, job satisfaction, motivation, satisfaction measurement, human resources management



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Pomen upravljanja odnosov s kupci

Povzetek

Evropska skupnost je prepoznala potencialno vlogo družbene odgovornosti pri doseganju njenega cilja, postati najbolj konkurenčna na znanju temelječa ekonomija na svetu, ki je sposobna trajnostne gospodarske rasti. Podjetje lahko učinkovito konkurira v širokem spektru odgovornosti. Poslovna etika in upravljanje odnosov s kupci pomenita kritično presojo praks v organizacijah. Ta prispevek poroča o odnosu in potencialnih sinergijah med ISO 26000, celovitim upravljanjem kakovosti (TQM) in

upravljanjem odnosov s kupci. Načela in standardi ISO 26000 odražajo dvig pričakovani kupcev o odgovornem obnašanju podjetij. Mnoga podjetja so razvila upravljanje odnosov s strankami in zato uspešno upravljajo svoje odgovornosti do kupcev. Elementi upravljanja odnosov s kupci ustvarjajo veliko potrebo podjetij po razširitvi merjenja njihovih dosežkov. Proaktivna podjetja se osredotočajo na pomen obvladovanja in upravljanja odnosov s kupci in interesnimi skupinami znotraj in zunaj globalnih podjetij. Podjetje predstavlja uspešen primer uvajanja upravljanja odnosov s kupci in upravljanja odnosov z deležniki v strategijo podjetja. Poleg tega upravljanje odnosov s kupci spodbuja preglednost, strateško upravljanje in dobre odnose s kupci podjetja.

Ključne besede: upravljanje odnosov s kupci, ISO 26000, odgovornost, deležniki, kupci

Importance of Customer Relationship Management

Abstract

The European Community has acknowledged the potential role that corporate responsibility might play, in realizing its goal of becoming the most competitive knowledge-based economy in the world, capable of sustainable economic growth. Business can compete effectively across the responsibility spectrum. Corporate ethics and customer relationship management (CRM) imply the critical assessments of practices in organizations. This contribution reports about relationship and potential synergies between ISO 26000, total quality management (TQM) and customer relationship management (CRM). ISO 26000 principles and standards reflect the raising customer's expectations about responsible behavior of companies. Many companies develop CRM and successfully manage their responsibilities toward their customers. The elements of CRM create a significant demand for companies to broaden measuring of their performance. The proactive companies focus on the importance of CRM and stakeholder management inside and outside the global company. The company represents a successful case of implementation CRM and stakeholder management into corporate strategy. Furthermore, CRM is promoted through transparency, strategic management and good relations with company's customers.

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Keywords: customer relationship management (CRM), ISO 26000, responsibility, stakeholders, customers



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Changing organizational structure and team work

Abstract

Nowadays, the global market has turbulent and hiperchangeable character. In that environment organizations tend to make more flexibility structure which can answer to many market requires. Managers discovered the large body of research indicating that teams can be more effective than the traditional corporate hierarchical structure for making decisions quickly and efficiently. Thus, many organizations choose team structure as the optimal solution for making the best business goals.

Keywords: organization structure, team-work, effectiveness team



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Nagrajevanje prodajnikov – analiza

Povzetek

V času zaostrenih gospodarskih razmer, krize in recesije se slovenska podjetja srečujejo z upadom kupne moči in so prisiljena v varčevalne ukrepe, ki lahko prizadenejo tudi prodajnike. Podjetja se morajo zavedati, da z varčevalnimi ukrepi, nižanjem plač, stimulacij in ne nagrajevanjem prodajnikov ne bodo preživela v času krize. Raziskava je pokazala, da organizacije ponujajo svojim zaposlenim poleg plače, ki je sestavljena iz fiksnega in variabilnega dela, tudi različne druge oblike kratkoročnih nagrad, medtem, ko dolgoročnih spodbud ni zaslediti. Kratkoročne spodbude so vezane predvsem na krajša poslovna obdobja in denarna ter materialna izplačila, dolgoročne pa na lastniško povezanost zaposlenih s podjetjem, udeležbo pri dobičku, kar pa se v raziskavi ni potrdilo. Raziskava je pokazala, da organizacije vpeljujejo kratkoročne spodbude, ki omogočajo večjo fleksibilnost plačila in možnost posebnega nagrajevanja za uspeh. Praviloma gre za nagrajevanje enkratnih dosežkov, ki jim sledi enkratna nagrada, izražena v bonusih, poleg njih pa tudi v raznih premijah in podobno. Dolgoročnih nagrajevanj prodajnikov v anketiranih organizacijah ni. Dolgoročne spodbude se namreč nanašajo na rezultate večletnega dela. Izražene so praviloma v obliki vrednostnih papirjev, kot so nagrade v obliki delnic ali možnost nakupa delnic pod ugodnejšimi pogoji. Med dolgoročnimi spodbudami lahko uvrstimo tudi plačilo polic življenjskega in pokojninskega zavarovanja, luksuzna oprema pisarn, vrhunski tehnični pripomočki in drugo. V prihodnosti bi naj Slovenija sprejela participacijo zaposlenih in udeležbo pri dobičku zaposlenih, kar bo izboljšalo motiviranost, finančni uspeh prodajnikov ter neposredno vplivalo na uspešnost organizacije same.

Ključne besede: nagrajevanje, prodajniki, motivacija, plača, kriza, management

Reward salespeople – analysis

Abstract

During difficult economic conditions, the crisis and recession Slovenian companies are faced with a decline in purchasing power and are forced into austerity measures, which may affect the sales personnel. Companies should be aware that the austerity measures, lowering salaries, incentives and not rewarding salespeople to survive in times of crisis. Research has shown that organizations provide their employees in addition to salary,

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which is composed of fixed and variable components, various other forms of short-term rewards, while there are no reliable long-term incentives. Short-term incentives are mainly related to accounting periods shorter and monetary and material payments on long-term ownership relationship with the company, profit-sharing, but the research has not been confirmed. Research has shown that organizations introduce short-term incentives, which allow greater flexibility and the ability to pay a special reward for success. As a rule, it is a rewarding one-off performance, followed by a single award, expressed as a bonus, in addition to them, as well as in various premiums and the like. Long-term reward salespeople in the surveyed organizations did not. Long-term incentives is based on the results of several years' work. Are usually expressed in the form of securities, such as prizes in the form of shares or stock options under more favorable conditions. Long-term incentives can be classified as payment policies, life and pension insurance, luxury office equipment, excellent technical equipment, and more. In the future, Slovenia adopted the participation of employees and employees share in the profits, which will improve motivation, and financial success of sales directly affect the performance of the organization itself.

Keywords: reward, salespeople, motivation, salary, crisis, management



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Moda in stališče mladih porabnikov do modnih oblačil

Povzetek

V prispevku obravnavamo pomen mode v procesu nakupnega odločanja mladih porabnikov. Osredotočili smo se na mlade porabnike v starostnem obdobju od 15 do 24 let. Moda in oblačila so vse pomembnejša za

odraščajočo mladino. Moda prinaša mladim koristi, jih usmerja v stil oblačenja, po drugi strani pa lahko prinaša različne težave (ekonomske, socialne, zdravstvene, idr.). Mladi imajo do modnih oblačil različno stališče. Nekateri menijo, da so modna oblačila slabe kakovosti, da so izdelana iz slabšega materiala, da so nefunkcionalna in neudobna, da so zaradi krojev in uporabe blaga celo zdravju škodljiva. Prav tako imajo različno stališče do cen modnih oblačil. Z ugotavljanjem nakupnih navad mladih porabnikov in stališč do modnih oblačil oblačilna industrija oblikuje, razvija, proizvaja in prodaja modna oblačila za mlade ter oblikuje trženjske strategije, ki pri porabnikih zbudijo zanimanje za določeno vrsto izdelka. Z raziskavo smo želeli ugotoviti stališče mlade populacije do modnih oblačil ter ugotoviti meddržavne razlike. Podatki za empirično raziskavo so bili zbrani na vzorcu 880 dijakov in študentov v Sloveniji, Avstriji, Nemčiji in ZDA.

Ključne besede: nakupno odločanje, mladi porabniki, moda, oblačila, trženjske strategije

Fashion and opinions of young consumers towards fashion clothes

Abstract

In this article we deal with the meaning of fashion in the process of purchase decision making of young consumers. We especially focused on young consumers aged between 15 and 24 years. Fashion and clothes are becoming increasingly important for the growing youth. Fashion bears benefits for the youth and directs them to dressing styles but on the other hand it can also bring different problems (economic, social, health, etc.). Young people have different opinions towards fashion clothes. Some believe that fashion clothes are of bad quality, they are made of lower quality materials, they are not functional and uncomfortable and because of cuts and materials even harmful for health. They also have different opinions towards prices of fashion clothes. By finding out purchase habits of young consumers and opinions towards fashion clothes the fashion industry designs and develops as well as produces and sells fashion clothes for young people and forms marketing strategies which arouse the consumers' interest for a certain kind of product. With the research we wanted to find out about the opinions of the young population towards fashion clothes as well as about transnational differences. The data for the

empiric research was collected on the sample of 880 students in Slovenia, Austria, Germany and the USA.

Keywords: purchase decision making, young consumers, fashion, clothes, marketing strategies



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Poslovni modeli in vrednost podjetja; ali določeni poslovni modeli prinašajo več vrednosti podjetju?

Povzetek

Kompleksno in hitro spreminjajoče se poslovno okolje vpliva na spremembe v oblikovanju poslovnih modelov podjetja. Članek bo predstavil področje in možnosti akademskega raziskovanja poslovnih modelov. Cilj raziskovanja je oblikovati okvir poslovnega modela na elementih specializacije nivoja verige vrednosti. Članek bo najprej predstavil definicijo poslovnega modela in kako poslovni model vpliva na generiranje vrednosti v podjetju. V nadaljevanju bo predstavljen okvir poslovnih modelov in povezava s specializacijo kot ekonomskim pojmom. Iz pregleda akademske literature je razvidno, da je težko oblikovati generični poslovni model. Po drugi strani pa je razvidno, da obstajajo podobnosti v definiciji poslovnega modela, kot npr.: posebnosti industrije oz. panoge, portfolio blagovnih znamk (izdelkov), aktivnosti v podjetjih, viri in kompetence. V tem kontekstu Stahler (2002, str. 89) opozarja, da je poslovni model vedno simplifikacija kompleksnega makro okolja. Cilj članka je razumeti, da je raziskovanje poslovnih modelov ena glavnih nalog strateškega managementa. Področje mojega interesa je vprašanje kako sta povezani in soodvisni strategija in poslovni model in kakšna je povezava obeh nivojev strateškega načrtovanja z taktiko. Članek bo prikazal razvoj okvirja poslovnega modela, in na primeru podjetja obrazložil razliko med poslovnim modelom in strategijo. Članek je še posebno pomemben v

današnjem nestabilnem in kompleksnem poslovnem svetu, kjer sta volatilitnost in recesija pomembna faktorja pri oblikovanju vrednosti podjetja.

Ključne besede: poslovni model, strategija, implementacija poslovnega modela, poslovni model in ustvarjanje vrednosti

Business models and the value of the company; do some business models perform better than others?

Abstract

Complex and fast changing environment influence the change in business model logic. This paper suggests a schema for business model research. The aim of the research is to derive framework of business model on determinants of specialization at the value chain level. This paper will begin by defining a business model as what business model does and how a business makes money doing these things. In addition, business model framework will be defined and connected with the specialization as an economic term. From the literature review it is evident, that is hard to develop a generalisable business model concept. But, on the other site it is evident that there exists similarities in business model definitions and components like: industry specifics, product (brands) offering, activities and organizations, resources and competencies and factor markets and suppliers. In this regard Stahler (2002, p. 89) reminds that a model is always simplification of the complex reality. The objective of my paper is to understand and research the business models as a strategic management framework. My phenomenon of interest is the relationship between strategy and business models and their interaction with the company tactics. The paper presents some business cases and relationship between three elements of strategic management in practice. The paper is accordingly important under today unstable and dynamic macro situations such as current global economic downturn.

Keywords: business model, strategy, business model implementation, business model and value creation



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Fiksni in variabilni del plač v strukturi plač slovenskih podjetij

Povzetek

Nagrajevanju se v podjetjih pripisuje vse večji pomen in sodobno usmerjeni managerji se dobro zavedajo, da je zadovoljen, motiviran, strokoven in podjetju privržen delavec temeljni in nepogrešljivi proizvodni faktor za doseganje dolgoročne uspešnosti podjetja. Še posebno je zato pomembno, da podjetje nagrajevanje uredi sistematično tako, da v svojem organizacijskem okvirju uspe prepoznati in izmeriti delovni učinek posameznega zaposlenega ter ga nagraditi tako, da te rezultate doseže ali pa celo preseže. V referatu predstavljamo rezultate raziskave katere namen je bil raziskati strukturno sestavo plač v slovenskih srednjih in velikih podjetjih z vidika fiksnega in variabilnega dela. Razmerje med fiksnim in variabilnim delom plače v slovenskih podjetjih je vsekakor preveliko v korist fiksnega dela. Variabilni del plače bi se moral v primerjavi s fiksnim povečevati in s tem ustvarjati pogoje za motiviranje zaposlenih za doseganje čim boljših poslovnih rezultatov. V raziskavi smo ugotavljali ali obstaja povezava med deležem fiksnega dela plače in izvorom lastništva podjetja. Ali tuje lastništvo slovenskih podjetij vpliva na višino deleža fiksne plače v strukturi plače. Za raziskovalni problem je namreč zelo pomembno ugotoviti ali tuji lastniki uspejo prenašati v njihova slovenska podjetja mentaliteto pristopa, ki strmi k zmanjšanju fiksnega dela plače ter večanju variabilnega dela plače, ki je odvisen od individualnih in kolektivnih rezultatov dela. Raziskali smo značilnosti strukture in razmerij plač v nekaterih slovenskih srednjih in velikih podjetjih. Prispevek predstavlja raziskavo in njene rezultate, ki jih uporabniki lahko uporabijo v praksi načrtovanja sistemov nagrajevanja v slovenskih podjetjih.

Ključne besede: fiksni del plače, variabilni del plače, tuji lastniki

Fixed and variable component of salaries in the salaries' structure of slovene enterprises

Abstract

Enterprises put increasing emphasis on their reward systems, and modern oriented managers know very well that a satisfied, motivated, professional and loyal worker represents an essential and indispensable production factor enabling an enterprise to achieve its long-term successfulness. Therefore, it is particularly important that an enterprise organises rewarding sistematically and in such a way that within its organisational framework it is able to recognise and measure work performance of an individual employee, and reward her/him in such a way that she/he achieves the goals or even exceeds them. This paper presents the results of a research, intended to examine components in salary structure – fixed part and variable part – in Slovene medium and large enterprises. In Slovene enterprises the ratio between fixed and variable part of salary still too heavily lies on the fixed component of the salary. Compared to the fixed part of the salary, the variable part should be increasing, thus creating conditions in which employees are motivated to achieve best possible business results. In the research we tried to determine the correlation between the fixed part of the salary and the source of enterprise ownership. Does foreign ownership of Slovene enterprises affect the fixed salary amount in salary structure? It is very important to determine whether foreign owners of Slovene enterprises manage to transfer the mentality striving to reduce the fixed part of the salary and increase the variable part of it which depends on overall work results. To understand the research issue thoroughly we examined characteristics of salary structure and ratios in some Slovene medium and large enterprises. The paper presents the research and its results which users can utilize practically in planning of the reward systems in Slovene enterprises.

Keywords: fixed part of salary, variable part of salary, foreign owners



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Sistem nagrajevanja in uspešnost slovenskih podjetij

Povzetek

Osrednja tema Sveta evropske komisije je kako z ustrezno shemo plač in nagrad motivirati zaposlene tako, da bodo na svojem delovnem mestu zadovoljni, kar bo posledično vplivalo tudi na pozitivne rezultate v podjetjih. Svet evropske komisije podaja smernice in predpise k večji delitvi dobička in višjemu variabilnemu delu plač. Raziskave so pokazale, da se tovrstne smernice niso izkazale kot pozitivne v vseh državah članicah EU. Namen tega članka je z empirično raziskavo preučiti obstoječe stanje variabilnih deležev plač in udeležnost zaposlenecv pri delitvi dobička v srednjih in velikih podjetjih v Sloveniji v letu 2011 zato, da bi ugotovili ali priporočila in smernice Sveta evropske komisije o večji delitvi dobička in višjem variabilnem deležu plač pozitivno vplivajo na poslovanje srednjih in velikih podjetij v Sloveniji. V raziskavi je uporabljena multipla linearna regresija, f-test in analiza variance. Na podlagi pridobljenih rezultatov sklepamo, da bi bila smiselna obsežnejša raziskava v slovenskem prostoru, ki bi odgovorila na aktualna vprašanja in s tem pripomogla k odločanju slovenskim podjetjem na področju sistema plač in delitve dobička.

Ključne besede: delitev dobička, variabilni del plače, uspešnost podjetja

Remuneration System and Enterprise Efficiency in Slovenia

Abstract

The main concerns of the Council of the European Communities are the salary and remuneration schemes that would motivate employee and consequently increase the profit of enterprises. The Council of the European Communities gives a guidelines and regulations about promotion of employee financial participation and more variable pay. Investigations have showed that in some EU countries these kinds of promotions are

rather inefficient. The aim of this article is to empirically examine the existing situation of variable pay and employee financial participation in medium and large Slovenian enterprises in 2012. The purpose of it is to find out if suggested guidelines and regulations of the Council of the European Communities on promotion of employee profit sharing and more variable pay have a good influence on the profitability of medium and large Slovenian enterprises. The multiple linear regression, f-test and variance analysis show that a larger sample size is needed in order to response the vital query.

Keywords: profit sharing, variable pay, enterprise profit



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Ekonometrična analiza interakcije med emisijami in porabo energije v državah v razvoju

Povzetek

Kjotski protokol iz leta 1997 je pomenil prvo iniciativo k zmanjšanju emisij ogljikovega dioksida zaradi posledic, ki jih ima na globalno podnebje. Številne raziskave kažejo na to, da so visoke koncentracije emisij v največji meri posledica velike potrošnje energije, predvsem v državah v razvoju. Na visoko porabo energije vpliva več dejavnikov, kot so: hitra rast prebivalstva, industrializacije, rast GDP in bruto investicij v osnovna sredstva. Medsebojni vplivi posameznih dejavnikov so bili predstavljeni v različnih ekonometričnih analizah v obliki modela Kuznetsove krivulje, ki temelji na Kuznetsovi hipotezi o odnosu med različnimi indikatorji degradacije okolja in prihodkom na prebivalca. Gotove opravljene raziskave ne potrjujejo te hipoteze, zaradi česar se nekateri avtorji ne strinjajo z ukrepi Kjotskega protokola, ki temeljijo na hipotezi Kuzneta. Namen tega prispevka je z empirično analizo preveriti ali visoka potrošnja energije vpliva na spreminjanje koncentracij emisij ogljikovega dioksida v treh državah v razvoju in sicer v Braziliji, Indiji in na Kitajskem v obdobju od leta 1960 do

2011. S primerjavo specificiranih modelov je na osnovi testov heteroskedastičnosti, najboljši model za oceno tovrstnih spremenljivk model združenih podatkov. Z regresijsko analizo je tako raziskan vpliv različnih spremenljivk, kot so: visoka rast prebivalstva, GDP, industrializacija in investicije na visoko potrošnjo energije in posledično večjih koncentracij emisij toplogrednih plinov. Rezultati raziskave potrjujejo predpostavljene hipoteze in model Kuznetsove krivulje. Z namenom nadaljnje analize Kuznetsove krivulje je v teku podobna raziskava za območje razvitih držav.

Ključne besede: emisije, poraba energije, države v razvoju, ekonometrična analiza

Econometric analysis of the interactions between emissions and energy consumption in developing countries

Abstract

In 1997, adopting the Kyoto Protocol was the first initiative to reduce the emissions of carbon dioxide, because of the negative consequences on global climate. Numerous examinations have shown that a high concentration of emissions mainly results from high energy consumption, especially in developing countries. There are many causes of high energy consumption such as: rapid population growth, industrialization, GDP, and gross fixed capital formation growth. The interactions of separate factors were presented in different econometric analysis in the form of Kuznets curve, according to which there is a relation between different indicators of environmental degradation and income per capita. Anyway, not all of the investigations confirmed a Kuznets hypothesis. For this reason some authors have doubts about Kyoto Protocol. In this paper, the empirical investigation is made in order to explore the interaction between the high energy consumption and carbon dioxide emissions in developing countries, such as: Brazil, India and China (1960-2011). Different variables, such as: population growth, GDP, industrialization, and gross fixed capital formation, are studied to show the correlation between them and variable high energy consumption. On the basis of heteroskedasticity test, the comparison between different models of specification has been made. The results confirm the presupposed hypotheses and consequentially Kuznets curve.

For extensive evaluation of a Kuznets's curve, the analysis for developed countries is in progress.

Keywords: emissions, energy consumption, developing countries, econometric analysis



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The comparison of social media usage in Croatian and UK SME companies

Abstract

The presence of social media as a “user-generated communication” and the recent rapid growth of their usage, change the tools and the strategies companies usage as a marketing tool. Michaelidou et al. (2011) investigated how and why B2B SMEs in UK use social media and what are the differences between organizations from different industries. Berthon (2012) proposed that the social media usage vary across different countries and their types and how they are used will be determined by technology, culture and government. Russell, 2009, has emphasized the need for new and creative metrics suitable for social media environment to assess SMEs` branding efforts in that specific environment. Based on researches mentioned above the goals of this paper were to determine the level of social media usage in top SME Croatian companies and to compare them with results gathered for UK SME companies. In order to do that we used similar methodology and metrics as Michaelidou et al. (2011). in their paper. The underlying assumptions are that successful companies extensively use all available channels to communicate with customers whether B2B or B2C companies. Danis (2011) supported the argument that

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social networks are more important for new business activity in emerging than in developed economies. Findings show the difference in social media usage in two different countries. Merging the metrics for B2B and B2C top SME companies it was obtained a new perspective in relations of social media usage and SMEs` success.

Keywords: social media, SME, B2B, B2C, internet marketing



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Nekateri vidiki obvladovanja zadovoljstva zaposlenih in kupcev

Povzetek

Številne raziskave se ukvarjajo z zagotavljanjem poslovne uspešnosti podjetja z vidika zadovoljstva zaposlenih ali z vidika zadovoljstva kupcev. V študiji primera, ki je predstavljena v prispevku, se avtorja ukvarjata z obema vidikoma problema in skušata ugotoviti vpliv zadovoljstva zaposlenih na zadovoljstvo kupcev. Rezultati te raziskave potrjujejo nekatera že znana dejstva in nakazujejo na pomen sistematičnega in dolgoročnega vlaganja v zaposlene, kar je zagotovilo, da bodo tudi kupci zadovoljni in pripadni.

Ključne besede: zadovoljstvo zaposlenih, zadovoljstvo kupcev, vpliv, vidiki obvladovanja, organizacijska klima

Some aspects of the management of the satisfaction of employees and customers

Abstract

A number of studies dealing with the provision of the business performance of the company in terms of satisfaction of employees, or with a view to the satisfaction of our customers. In a study of the case, which is presented in the essay, the author dealing with both aspects of the problem and seek to determine the impact of satisfaction on customer satisfaction. The results of this research confirms some of the already known facts and indicate the importance of systematic and long-term investment in employees, which is to ensure that customers are satisfied, and will also be pripadni.

Keywords: satisfaction of employees, customer satisfaction, impact, aspects of the management of organizational climate



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Vpliv dejavnikov rasti na dinamična podjetja

Povzetek

V prispevku avtorja obravnavata ključne dejavnike rasti dinamičnih podjetij, njihov vpliv na rast in trajnostno učinkovanje teh dejavnikov. Dejavnike in strategije hitre rasti že več desetletij proučujejo raziskovalci podjetništva. Avtorja izhajata iz že znanih spoznanj in prepoznanih dejavnikov in jih preverjata s kvalitativno in kvantitativno analizo na osnovi analize 4.511 slovenskih dinamičnih podjetij s potencialom rasti ter vzorca teh podjetij, ki je služil za kvalitativno analizo dejavnikov. Na osnovi obravnavanega vzorca ugotovljata, ali ti dejavniki enako učinkujejo tudi v času gospodarske krize. Ugotovila sta namreč, da tudi v času težavnih gospodarskih razmer določen del podjetij raste enako hitro, ali še hitreje kot v času konjunktore, da ta podjetja odpirajo nova delovna mesta, in da tudi povečujejo dodano vrednost na zaposlenega. S prispevkom predstavljata, katere spremenljivke

oziroma atributi najboljše opredeljujejo (opisujejo) posamezni dejavniki rasti dinamičnega podjetja v času gospodarske krize (2011) in kateri so to bili leta 2000, v času gospodarske rasti. Podane ugotovitve bodo slovenskim podjetnikom in podjetjem lahko služile kot vodilo pri snovanju njihovega nadaljnjega poslovanja in strategije rasti, da bi ostala ali postala dinamična podjetja in tako dodatno prispevala k ohranitvi in izboljšanju slovenskega gospodarstva. Prav tako izsledki ter podane ugotovitve nudijo možnost preveritve konkretnih atributov oziroma sodil za stimulacijo (spodbuditev) določenega dejavnika rasti, ki jih mora posamezno podjetje izpolnjevati ali morda celo vpeljati v poslovanje, da postane dinamično podjetje.

Ključne besede: dejavniki hitre rasti, dinamična podjetja, dinamično podjetništvo, nova delovna mesta, podjetnik, slovensko gospodarstvo, strategija rasti

Effect of growth factors on the dynamic business

Abstract

In the paper, the authors examine the key growth factors of dynamic enterprises, their effect on growth and their sustainable effect. For decades, fast growth factors and strategies have been the focus of business researchers and the authors thus proceed from established findings and recognised factors and a quantitative and qualitative analysis based on analysing 4,511 Slovenian dynamic potential high growth enterprises and a sample of these enterprises that served for a qualitative analysis of the factors. The employed sample was used to establish whether these factors have the same effect during the economic crisis. They established that even during difficult economic conditions a specific part of companies grows equally as fast or even faster than during economic expansion and that these companies generate new jobs and even increase the value added per employee. The paper tries to establish the variables or attributes that best determine or describe an individual growth factor of a dynamic enterprise during the economic crisis (2011) and those of the year 2000, during economic growth. The established findings may help Slovenian entrepreneurs and companies in planning their future operation and growth strategy in order to remain or become dynamic enterprises and thus additionally contribute to preserving and improving the Slovenian economy. Research results and the findings also provide the opportunity to verify

concrete attributes or stimulation criteria (incentive criteria) of a specific growth factor that a company needs to meet or even introduce in its operation in order to become a dynamic enterprise.

Keywords: fast growth factors, dynamic enterprises, dynamic entrepreneurship, new jobs, entrepreneur, Slovenian economy, growth strategy



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Outsourcing v SOVIZ Murska Sobota

Povzetek

Outsourcing podjetjem omogoča izpolnitev čedalje ostrejših zahtev po učinkovitih in uspešnih načinih za ohranjanje konkurenčnosti. Z izločanjem dejavnosti se podjetja lahko posvečajo svoji primarni dejavnosti in delajo le tiste izdelke in storitve, ki jim prinašajo konkurenčno prednost. Na zunanjega izvajalca lahko prenesejo ključne ali podporne dejavnosti, kar je odvisno od ekonomije obsega. Okolje večine današnjih podjetij je nepredvidljivo, ni ga možno nadzorovati in tudi ne natančno napovedati, tehnologija se spreminja iz dneva v dan, potrebe po outsourcingu naraščajo. Da lahko podjetja držijo korak z neizprosno konkurenco, se zato osredotočajo na to, kako lahko s čim manjšimi stroški in s čim manj tveganja maksimalno izboljšajo kakovost opravljanja dejavnosti podjetja. Poleg pozitivnih učinkov outsourcing prinaša tudi določena tveganja, zato je pred sklenitvijo pogodbenih razmerij potrebno dobro proučiti zunanjega izvajalca in v času trajanja pogodbe spremljati njegovo delo. V referatu predstavljamo outsourcing v javnem zavodu SOVIZ Murska Sobota (v nadaljevanju SOVIZ), ki opravlja storitve za 15 osnovnošolskih zavodov v Pomurju in lahko služi kot primer dobre prakse v javnem sektorju. Analizirali smo stroškovno učinkovitost outsourcinga finančne funkcije ter izvedli anketo med vodilnimi in administrativnimi delavci šol uporabnic o

zadovoljstvu s kvaliteto storitev. Strateški cilj zavoda SOVIZ ni povečanje dobička ali širitev trga temveč ekonomično poslovanje in kvaliteta storitev.

Ključne besede: outsourcing, konkurenčnost, primarna dejavnost, javni zavod, ekonomičnost, kvaliteta storitev

Outsourcing in SOVIZ Murska Sobota

Abstract

Outsourcing enables companies to fulfill demands which are very rigorous in purpose to maintain competitiveness in an effective and successful way. With the elimination of activities companies can devote to their primary work activity and produce only those products and services that give a competitive advantage. Basic or supportive activities can be transmitted to the external provider, depending on economy of extent. Most of today's business environment is unpredictable, it is not possible to control and may not be accurately predicted, technology is changing day by day, the need for outsourcing is increasing. Besides of the positive effects outsourcing also brings some risks, so before entering into contractual relationships it is necessary to examine well the outsourcer and monitor his work in the time of duration of the contract. In this paper we present outsourcing in the public institution SOVIZ Murska Sobota (hereinafter SOVIZ), which provides services to 15 elementary institutions in Pomurje and can serve as an example of good practice in the public sector. We analyzed the cost-effectiveness of outsourcing financial functions and conducted a survey among managers and administrators of schools of user satisfaction with the quality of service. The strategic objective of the Institute SOVIZ is not to increase profits or expand the market but economical operation and quality service.

Keywords: outsourcing, competition, primary business, public institution, economy, quality of service



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Role of Student Business Incubators for Economic Development

Abstract

Development of SME sector by steering entrepreneurial climate represents a key element for economic growth. Investment in human resources, their competences and adaptability to ever changing market – is a backbone of SMEs development, with an aim of increasing its productivity, innovation and in the long run - competitiveness of the economy. The most developed countries in the world and EU have recognised the importance of supporting entrepreneurship, development of entrepreneurial climate and forming the frame that supports lifelong learning for entrepreneurship in the national and international context. Student Business Incubators represent a good framework for entrepreneurial education, providing a business support where student firms are nurtured in order to help them survive and grow during uncertain period, particularly during their start-up phase. The significant role of Student Business Incubators is in their ability to increase the survival rates of new businesses. Existence of business incubators is particularly important at the level of higher education, as a place where education, research and economy meet, and students find mentors to help them develop and implement their business ideas.

Keywords: entrepreneurship, education, incubator, business, SME, innovation



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Gender perspective on entrepreneurial intentions and innovation cognitive style: cross-country study

Abstract

A number of researchers indicate that although environmental and personal characteristics are important for developing entrepreneurial intentions, a better understanding would be gained if innovative cognitive style, as a moderating factor, would be introduced. According to theory, individuals with high innovative cognitive ability could also have higher entrepreneurial

intentions. Persons that are more innovative, could have higher self-confidence in starting a business, especially if they are not satisfied with their current jobs, or expect that they will not be satisfied as employees in organizations. In addition, in a number of studies it has been found that there are unresolved issues regarding gender and entrepreneurial intentions and gender and innovative cognitive style. Therefore, the goal of our paper is to explore gender perspective on entrepreneurial intentions and innovative cognitive style on the sample of students from Croatia, Slovenia, India, Hungary and Hong Kong. Logistic regression revealed that entrepreneurial intentions are determined by country of origin, gender, attitudes toward entrepreneurship (personal attraction, social norms, and perceived self-efficacy), and innovative cognitive style (willingness to try, being opinion leader and solving ambiguities and problems).

Keywords: entrepreneurship, gender, innovation, cross-country, intentions



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Ekonomika naložb v sončne elektrarne

Povzetek

Ena izmed pomembnih oblik zagotavljanja trajnostnega energetskega razvoja je povečana dinamika izgradnje objektov za proizvodnjo električne energije iz obnovljivih virov energije. Sonce kot daleč največji obnovljivi vir in za človeka neomejen energetski vir predstavlja potencial, kakršnega nima noben drug energetski vir. Fotovoltaika kot segment obnovljivih virov energije omogoča proizvodnjo električne energije iz sončnih elektrarn. Število investicij v sončne elektrarne na področju Slovenije raste. Država z aktivnim vodenjem energetske politike in učinkovitim podpornim okoljem posredno vpliva na povečanje števila investicij v sončne elektrarne. S

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pomočjo podpornih mehanizmov, ki so oblikovani za spodbujanje obnovljivih virov energije, se je fotovoltaika v kratkem obdobju razvila v smeri konkurenčnosti konvencionalnim energetskim virom. V letu 2009 je nova uredba omogočila, da so sončne elektrarne postale ekonomsko upravičene in zagotavljajo zanesljivo ter varno investicijsko priložnost za podjetja kot fizične osebe. V prispevku obravnavamo slovensko investicijsko dejavnost na področju sončnih elektrarn in analiziramo njihovo ekonomiko. Razvoj fotovoltaike in ekonomija obsega znižuje ceno investicijske opreme za gradnjo sončnih elektrarn. Hkrati, država znižuje državne subvencije za odkup proizvedene električne energije in spreminja se ekonomika sončnih elektrarn. Ekonomsko (ne)upravičenost sončnih elektrarn smo ocenili po 52,4-odstotnem znižanju podpornih cen. Z empiričnimi rezultati smo dokazali, da je naložba v mikro sončne elektrarne ob sedanjih podpornih cenah ekonomsko neupravičena in nezanimiva za investitorje. Ugotovitve iz analize so uporabne za svetovalna, projektantska in energetska podjetja, avtorje zakonodaje obravnavanega področja, potencialne in obstoječe investitorje in seveda za vse tiste, ki jih sončne elektrarne zanimajo.

Ključne besede: obnovljivi viri energije, energetska politika, sončne elektrarne, fotovoltaika, analiza naložb, vrednotenje naložb, podporno okolje, podporni mehanizmi

Economics of investment in solar power

Abstract

One of the important forms of providing sustainable energy development is the increased dynamics of construction of facilities for the production of electricity from renewable energy sources. Sun as the largest renewable energy source for humans and unlimited energy source represents a potential, as it has no other source of energy. Photovoltaics as a renewable energy segment allows the production of electricity from solar power. Number of investments in solar power plants in Slovenia is growing. The country with the active management of energy policy and effective support environment indirectly affect the increase of investments in solar power. With the support mechanisms that are designed to promote renewable energy, photovoltaics in the short term has evolved towards competitive to conventional energy sources. In 2009, a new regulation made it possible for solar power to become commercially viable and provide a reliable and secure investment opportunity for businesses and individuals. This paper

discusses the Slovenian investment activity in the field of solar power plants and analyze their economics. The development of photovoltaic and economies of scale, lowers the price of capital equipment for the construction of solar power plants. At the same time, the country reduces government subsidies for the purchase of electricity and the economics of solar power is changing. Economic (in)viability of solar power plants were estimated by 52,4 per cent reduction in support prices. The empirical results proved that the investment in micro-solar power plants at current prices is unjustified and unattractive to investors. The findings from the analysis are useful for consulting, design and energy companies, the authors of the laws of the field, potential and existing investors and of course for all those who are interested in solar power.

Keywords: renewable energy sources, energy policy, solar power, photovoltaic, investment analysis, valuation of investments, supportive environment, support mechanisms



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Menedžerji v košarki

Povzetek

Šport je ena najhitreje razvijajočih se panog in zahteva kvaliteten menedžment. Menedžment športa zajema koordinacijo različnih virov, še posebej pomembno pa je ustrezno ravnanje s človeškimi viri. Menedžerji v športu morajo imeti podobne lastnosti kot menedžerji v organizacijah; dobro morajo poznati panogo, imeti menedžerska znanja in spretnosti, ustrezne osebne in strokovne kompetence in jih nenehno razvijati. Namen prispevka je predstaviti različne vloge športnih menedžerjev in osebne lastnosti ter kompetence, ki jih potrebujejo za uspešno delo in prikazati aktualno stanje na področju menedžerjev v košarki. Cilj raziskave je bil ugotoviti, katere lastnosti, kompetence in naloge so povezane z različnimi

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menadžerskimi vlogami v košarki. Opravili smo intervjuje z menedžerji v športu (trener, športni direktor, zastopnik športnika) in izvedli anketo o stanju športnega menedžmenta v košarki. V vzorec je bilo vključenih 43 košarkarjev iz petih slovenskih moških košarkarskih klubov. Ugotovili smo, da v košarkarskih klubih deluje več vrst športnih menedžerjev, kar velja tudi za manjše klube. Med menedžerji, ki delujejo v košarki, ne prevladuje avtoritativni-avtokratski stil vodenja, temveč stili, ki bolj vključujejo sodelovanje. Za športne menedžerje so potrebne podobne osebne in strokovne kompetence kot pri menedžerjih v drugih organizacijah. Med nalogami, ki ji opravlja trener, izstopa vodenje, pri športnem direktorju in športnem menedžerju pa je najpomembnejša naloga organiziranje. Za uspešno delovanje športnih menedžerjev je pomembno znanje; za trenerja strokovno košarko znanje, za športnega direktorja podjetniško in športnega menedžerja menedžersko znanje in izkušnje. Uspešnost športnega menedžerja je povezana s športnikovo uspešnostjo ali uspešnostjo košarkarskega tima, ta povezava je najbolj vidna pri vlogi trenerja.

Ključne besede: šport, košarka, menedžment športa, športni menedžer, trener, direktor, športni direktor, zastopnik športnika

Managers in basketball

Abstract

Sport is one of the fastest growing industries and needs qualitative management. Sports Management includes coordination of various resources, the appropriate management of human resources is particularly important. Managers in the sport should have similar characteristics as managers in other organizations; they must be familiar with the areas of expertise, have management skills, relevant personal and professional skills and involved in the process of life-long learning. The purpose of this paper is to present the different roles of managers in sport, personality traits and skills they need for successful work and to show the current state in the field of management in basketball. The aim of this study was to determine which traits, competencies and tasks are associated with different management's roles in basketball. We conducted interviews with managers in sport (coaches, sport director, athlete representative) and a survey on the state of sports management in basketball. The sample included 43 basketball players from five Slovenian men basketball clubs. We found that there are several types of sports managers in basketball clubs even in the smaller ones. The most common leadership style is not

autocratic, respondents report mostly about cooperative style. For sport managers are required similar personal and professional competences than for managers in other organizations. Among the tasks of coaches leadership is very important, for sport director and sport manager the most important task is organizing. Knowledge is the most important factor of successful work; there are some differences between different sport manager roles: for the coaches the knowledge about basketball, for the sports director knowledge about business science, for sport managers the managerial knowledge and experience. Performance of Sport Managers is associated with the athlete's performance or the performance of the basketball team, this link is most important in the role of coach.

Keywords: sports, basketball, sports management, sport manager, coach, director, sports director, athlete representative



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Vpliv optimizacije naročil in zalog na uspešnost poslovanja

Povzetek

Vse večja svetovna kriza »depresija« potiska podjetja v nemilosten položaj večnega boja za preživetje. Za svoj obstoj se podjetja poslužujejo različnih prijemov in strategij. Kot enega izmed ključnih faktorjev pri poslovanju podjetja lahko navedemo optimizacijo naročil in zalog. Pravilno razmerje obojih znižuje stroške in jih opredeljujemo kot gibljiva sredstva, ki so ključna pri vplivanju in pridobivanju poslovnih prihodkov. Nabavna funkcija, vsaj teoretično, mora skrbeti da bo blago dostavljeno ob pravem času na pravem mestu, z najnižje ekonomsko opravičenimi stroški. V prispevku so predstavljeni izsledki raziskave, ki je bila opravljena v srednjih in velikih slovenskih podjetjih. Raziskava se dotika področja nabave in optimizacije

naročilnih količin in zalog, kjer nas je zanimalo predvsem koliko podjetij opredeljuje optimalno velikost zalog in ali le ta ugotavljajo optimalno velikost naročila. Ugotoviti smo želeli ali optimizacija naročil in optimizacija zaloge vpliva na uspešnost poslovanja podjetja, pri čemer smo morali podjetja razdeliti v dve skupini (podjetja, ki imajo več kot 50% in manj kot 50% materiala v celotnem prihodku in so v letu 2011 poslovala pozitivno). Rezultati raziskave so s pomočjo statistične obdelave podatkov pokazale majhno povezavo med spremenljivkami, vendar ugotavljamo, da tudi naš vzorec ni bil dovolj velik.

Ključne besede: optimizacija naročil, optimizacija zalog, naročila, nabavna funkcija, dobava

Influence of optimization of purchasing and stock on business performance

Abstract

A growing global crisis "depression" is pushing companies into a ruthless position of continuous struggle for survival. For their existence, Companies have different approaches and strategies. As one of key factors in an enterprise we can mention optimization of purchasing and stock. A correct ratio of both reduces costs and is defined as current assets, which are essential in influencing and gaining business income. Purchasing function, at least in theory, should provide goods to be delivered at the right time and place, at lowest economically justified cost. This paper presents the results of a survey that was conducted in medium and large Slovenian companies. The survey includes areas of purchasing and optimization of purchasing and stocks, where we were primarily interested in how many companies define the optimal size of stocks whether they merely measure optimal order amount. We wanted to determine whether purchasing optimization and optimization of supply affects the performance of the company. We had to divide the company into two groups (firms with more than 50% and with less than 50% of the material in the total turnover and with positive results in 2011). Results of the research with statistic processing of data have shown little connection between the variables, but we also note that our sample was not large enough.

Keywords: optimization of procurement, stocks optimization, procurement, purchasing function, supply



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Creating an entrepreneurial organization – experience from Croatia

Abstract

All the researchers and practitioner initiate their activities from the fact that contemporary environment is highly changeable: competition is more intense, industries have become interdisciplinary, the need for permanent education is even more accentuated, new technologies are rapidly developed and new products and services continuously appear on the market. These characteristics describe entrepreneurial society where small and large organizations become more flexible and adaptable in their response to market needs. The need for the creation of entrepreneurial organization has become an imperative. The paper presents a study on entrepreneurship at organizational level; actually the main research goal is to theoretically and empirically analyze the elements that determine entrepreneurial organization. Therefore this paper will start with the theoretical assumptions in creating entrepreneurial organization which include organic structure, specific design for inclusion of entrepreneurial ventures and strong culture. This is followed with the identification of the practice of entrepreneurship in organizations which is predominantly concerned with managing changes, managing creativity and innovation and organizational learning. Change management refers to anticipation of changes, their timely response, exploiting changes for idea development and overcoming resistance to change. Creativity is inherent to every employee and therefore organizations should create environment conducive for creativity development. Management of innovation includes ensuring organizational prerequisites for innovation activities, rewarding successful innovation and toleration of failure. Innovation potential is greatly influenced by the level of acquired knowledge. Thus, organizational learning can be seen in the context of obtaining necessary knowledge for the development of new ideas but also for learning about opportunity

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recognition and exploitation. Encouragement of entrepreneurial activities requires freedom, autonomy, decentralization and entrepreneurial culture that fosters opportunity recognition, risk taking and innovation. All aforementioned elements should be supported with the adequate motivation system. Furthermore, the main elements of entrepreneurial organization theoretically introduced will be researched in Croatian firms. The paper will be concluded with the emphasis given to the salient results of the research and identification of direction of further research.

Keywords: entrepreneurial organization, change management, creativity, innovation, culture



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Structure of operating systems

Abstract

According to the system concept, the structure of the business system consist of natural, technical and organizational subsystems are interconnected by a particular concept that logically follows from the basic transformation process, the underlying operating system. Starting from the known theoretical attitude the structure of the system not only determines the qualities and quantitative properties of the elements but also the ways of their interdependence, it can be concluded that the structure of the business systems that are: (1) qualitative and quantitative characteristics of its natural and technical sub-elements such as and (2) the totality of relations that are placed between them from creation to the termination of operation of the business system.

Keywords: production and business system, organizational structure



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Spletni katalog tveganj kot opora pri začetnih fazah upravljanja tveganj v oskrbovalnih verigah

Povzetek

V Laboratoriju za informatiko Fakultete za Logistiko UM smo ustvarili spletni katalog tveganj v oskrbovalnih verigah, ki lahko organizacijam služi kot opora pri začetnih fazah upravljanja tveganj. V modelu za ocenjevanje tveganj, ki smo ga razvili, in po katerem je spletni katalog tudi nastal, priporočamo za začetno prepoznavo tveganj uporabo preprostih metod, kot so ankete, intervjuji in viharjenje možganov. Tako zaznana tveganja lahko v nadaljevanju opišemo in jih tudi upravljamo. Spletni katalog je zasnovan na načelu odprte kode oz. javnega avtorstva, kar pomeni, da je za uporabo brezplačno dostopen vsem zainteresiranim preko spletne strani <http://labinf.fl.uni-mb.si/risk-catalog/>. Cilj je povezava zainteresiranih uporabnikov v skupnost, ki bo delovala z namenom stalnega dopolnjevanja in izboljševanja. S tem bomo sčasoma dosegli vedno bolj popoln seznam potencialnih tveganj, ki pretijo organizacijam, kar nam bo omogočilo nadaljnje raziskave, organizacijam pa služilo kot odlična začetna referenca pri upravljanju s tveganji. Takšnega pristopa do sedaj v strokovni in znanstveni literaturi nismo zasledili. Spletni katalog vsebuje seznam do sedaj zaznanih tveganj, skupaj z njihovimi opisi in definicijami, vse to v skladu s trenutno veljavnimi standardi s področja upravljanja tveganj. Posamezna tveganja so opredeljena glede na njihov vpliv, obseg, vire logistike ipd. Hkrati katalog dovoljuje prilagoditev vsaki posamezni organizaciji, saj vključuje smernice za dodatne opredelitve tveganj, ki so organizacijsko specifične. Kot rezultat izpolnjen in prilagojen katalog nudi izjemno vrednost organizaciji, ne samo kot pregled vseh groženj, temveč tudi kot pomoč za odločitve na področju upravljanja tveganj.

Ključne besede: upravljanje tveganj, ocenjevanje tveganj, spletni katalog tveganj, oskrbovalna veriga

The online catalogue of risks as a post in supply chain risk management initial stages

Abstract

In the Laboratory of Informatics at the Faculty of Logistics UM we created an online catalogue of risks in supply chains that can serve to organizations as a support in the early stages of risk management. The model for risk assessment that was developed is also a base for the online catalogue. For the initial identification of risks, the mentioned model recommends simple methods such as surveys, interviews and brainstorming. Perceived risks can be later described and also managed. The online catalogue is based on an open source principle and public authorship, which means that it is available free of charge to all interested parties through the website <http://labinf.fl.uni-mb.si/risk-catalog/>. The goal is to connect interested users into a community, which will strive towards continuous updating and delivering improvements. This list of risks will eventually grow into a more and more complete list of potential risks that organizations are exposed to and provide us material for further researches. For organizations, the catalogue can serve as an excellent starting reference for risk management. This approach, so far, cannot be found in the professional and scientific literature. The online catalogue contains a list of currently identified risks, along with their descriptions and definitions, all in accordance with current standards in the field of risk management. Individual risks are described in terms of their impact, scope, logistics resources, etc. The catalogue allows adjustments for each individual organization - it includes guidelines for the definition of additional risks that are specific for each organization. As a result, the completed and adapted catalogue offers exceptional value to the organization, not only as an overview of all the threats, but also as help in the decisions making process in risk management.

Keywords: risk management, risk assessment, online catalogue of risks, supply chain



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Globalne logistične strategije in učinkoviti sistemi za upravljanje oskrbnih verig

Povzetek

V današnjem svetu se vse več podjetij odloča za globalno poslovanje, kar postavlja pred njih dodatne izzive, kako venomer ohranяти oz. krepiti svojo konkurenčno prednost. Katere so glavne komponente globalne strategije, ki bi jih združila v zmagovito zmes, bo predmet našega bodočega proučevanja. Razvoj na področju managementa proizvodnje je bil po II. svetovni vojni omejen na izboljšave pri nadzoru proizvodnje in na posamezna funkcionalna področja kot je bilo obvladovanje zalog, planiranje in modeliranje proizvodnih procesov, logistike in prodaje, zagotavljanje masovne proizvodnje, systemskega razmišljanja in planiranja ter obvladovanje vseh informacijskih tokov. Kljub konkurenci med podjetji in turbolenci na trgu je bila osnovna struktura proizvodnih podjetij zelo stabilna. V bodoče se bo razvoj usmeril v večjo informatizacijo poslovanja, ki bo vplivala na organizacijsko strukturo podjetja in na model sprejemanja poslovnih odločitev. Raziskovalci bodo torej morali v bodoče upoštevati, da velikost problemov v poslovnih sistemih narašča s stopnjo kompleksnosti, časovni pritiski rastejo sorazmerno s krepitvijo konkurence in število orodij za upravljanje oskrbnih verig bo še skokovito naraščalo.

Ključne besede: globalizacija, informatizacija, logistika, logistične strategije, management oskrbnih verig, poslovni sistemi, sistemi, strateški management, učinkovitost poslovanja

Global logistics strategy and effective systems for managing supply chains

Abstract

In today's world, more and more companies are choosing to global business, which raises additional challenges before them, how to maintain or constantly strengthen their competitive advantage. What are the main components of a global strategy to consolidate them into a winning mixture will be the subject of our future study. Development in the management of production was after II. World War limited to improvements in the control of production and on specific functional areas as inventory management, planning and modeling of manufacturing processes, logistics and distribution, provision of mass production, systems thinking and planning and management of information flows. Despite the competition between companies and turbulence in the market, the basic structure of manufacturing companies is stable. The future development will be focused on increasing computerization of operations, which will affect the organizational structure and business model to make decisions. Researchers will then be in the future in mind that the size of the problems in operating systems with increasing degree of complexity, time pressures are growing in proportion to the strengthening of competition and number of tools for managing supply chains will continue to grow exponentially

Keywords: business systems, globalization, informatization, logistics, logistics strategy, supply chain management, systems, strategic management, business performance



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Obveščanje kot eden izmed dejavnikov spreminjanja zadovoljstva uporabnikov storitev javnega sektorja

Povzetek

V svoji magistrski nalogi sem se lotil teme zadovoljstva uporabnikov javnih storitev. S primerjavo dveh obsežnih anket (leta 2011 in novo v maju 2012), ter izvedenih ukrepov med njima, sem poskušal dokazati pozitiven vpliv

ukrepov na zadovoljstvo oziroma bom poskušal oceniti uspešnost ukrepov. V zaključku naloge sem nastavljal nove ukrepe, katerih uspešnost se bo preverjala leta 2013. Del teh ukrepov je tudi dodatno obveščanje. Moj prispevek na znanstveni konferenci bo podrobnejši opis in analiza le tega (v anketah bo posredno viden tudi vpliv obveščanja na zadovoljstvo). V prispevku bom podal opis glavnih težav s katerimi se srečuje izvajalec obveznih gospodarskih javnih služb, ki izvirajo iz neobveščeniosti in posledično tudi nezadovoljstva uporabnikov. Hkrati sem opisal tudi »glas ulice«, ki prav tako posredno vpliva na zadovoljstvo uporabnikov javnih storitev, saj ustvarja percepcijo v glavah ljudi in to percepcijo je mogoče preseči oziroma jo spremeniti z ustreznimi načini obveščanja. Nazadnje sem podrobno opisal izvedene ukrepe, način izvedbe ter naredil primerjavo med anketama (pri relevantnih vprašanjih), s pomočjo katerih bom svojo hipotezo potrdil.

Ključne besede: javne storitve, zadovoljstvo, kupec, obveščanje, anketa

Information as one of the factors changing the satisfaction of public sector services

Abstract

The topic of my master's degree is satisfaction of users of public services. By comparing two extensive questionnaires (one in the year 2011 and one in May 2012) and measures that were taken, I was try to prove positive influence of measures on satisfactory of users or evaluate successfulness of the measures. In the conclusion I was try to reset new measures and their successfulness will be tested in 2013. A part of these measures is additional informing. My contribution to this science conference were be detailed description and analyses (results are shown in the questionnaire). In an article I had describe main problems which arise because of the ignorance of users with which contractor of obligatory economic public services is confronted. At the same time I had also describe "the voice of the people" which also indirectly influences on satisfactory of users of public services. It creates perception in people's heads and it can be exceeded or changed with the right means of informing. Last, I had describe performed measures and make a comparison of the questionnaires (in relevant questions) to confirm the hypothesis.

Keywords: public services, satisfaction, customer, informing, questionnaire



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Vpliv zadovoljstva na zvestobo v izobraževalni organizaciji

Povzetek

Mnogi avtorji s področja merjenja zadovoljstva opozarjajo, da merjenje zadovoljstva samo po sebi ni smiselno, če ga ne navežemo na zvestobo ali druge spremenljivke, ki po prihodkovni verigi dobička vplivajo na poslovanje podjetja. Naša raziskava je narejena na vzorcu diplomantov dodiplomskega in podiplomskega študija. Ključna ugotovitev raziskave je, da zadovoljstvo diplomantov vpliva na zvestobo. Kljub temu, da so mnoge empirične študije že potrdile povezanost med konstruktoma zadovoljstvo in zvestoba, so raziskave, ki bi se ukvarjale s to problematiko v specifičnem kontekstu panoge izobraževalnih storitev redke. Naša ugotovitev, da je za doseganje zvestobe pomembno spremljati in spodbujati doseganje zadovoljstva diplomatov, je pomembna za vodstva izobraževalnih institucij. Ob tem pa dopolnjuje skladovnico znanja s področja ključnega koncepta trženja, to je zadovoljstvo porabnikov in trženjskega modela poslovne verige dobička.

Ključne besede: zadovoljstvo, zvestoba, izobraževalna organizacija, storitve, storitvena veriga dobička

The impact of customer satisfaction on customer loyalty in educational organization

Abstract

Several empirical studies in the field of measuring customer satisfaction indicate that the measurement of customer satisfaction itself does not make sense if it is not attached to customer loyalty or any other variables, which in the service profit chain influence business results. Our study is made on a sample of graduates of undergraduate and postgraduate studies. A key finding of this research is that customer satisfaction impacts customer loyalty. Many studies have already confirmed the relationship between the constructs of satisfaction and loyalty, but this research deals with this issue in the specific context of educational service industry. Our finding that in order to achieve customer loyalty with graduates it is important to monitor and promote customer satisfaction of graduates is important for the management of educational institutions. This finding is consistent with existing knowledge treasury on the key marketing concept; this is customer satisfaction and the marketing model of service profit chain.

Keywords: customer satisfaction, customer loyalty, educational organization, services, service profit chain



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Dejavniki zadovoljstva uporabnikov frizerskih storitev

Povzetek

Kljub velikemu zanimanju za zadovoljstvo uporabnikov, v akademskih krogih ni zaslediti raziskav, ki bi se osredotočale na specifično panogo frizerskih storitev. Frizerski saloni, za razliko od podjetij v drugih panogah, nimajo tolikšnih možnosti, da bi zniževala stroške z racionalizacijo in ekonomijami obsega, kar je postalo danes skorajda modna mantra, zato je zanje še toliko pomembneje, da znajo zadovoljiti potrebe svojih uporabnikov. Pri tem je pomembno, da se frizerski saloni zavedajo, kateri so tisti dejavniki, ki vplivajo na zadovoljstvo njihovih uporabnikov, da jih lahko tudi izboljšujejo. Zato smo s kvalitativno raziskavo fokusne skupine, ki je sestavljala 7 udeležencev, uporabnikov frizerskih ugotovitev, raziskali,

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kateri so tisti dejavniki, ki vplivajo na zadovoljstvo uporabnikov in nadalje, kako te dejavnike zaznavajo udeleženci fokusne skupine. Potrdili smo štiri ključne dejavnike zadovoljstva, ki smo jih identificirali že na osnovi študije literature, to so kakovost osebja, kakovost storitev, cena in image frizerskega salona. Poleg teh dejavnikov pa smo zaznali še en pomemben dejavnik, ki smo ga označili kot ambient frizerskega salona. Pri tem smo ugotovili, da uporabniki frizerskih storitev največji pomen dajejo dejavniku kakovost osebja, najmanj pomemben med vsemi pa je image frizerskega salona. Kakovost storitev uporabniki frizerskih storitev zaznavajo skozi interakcije s podjetjem in rezultate. Pri tem kakovost storitev ocenjujejo v primerjavi s konkurenco, kako zadovolji njihova pričakovanja in glede kakovosti storitev gledano v celoti. Kakovost osebja zaznavajo skozi lastnosti osebja, ki vplivajo na njihovo zaznavo procesa. Pri tem kakovost osebja ocenjujejo glede na konkurenčne frizerje in glede na to, kako zadovolji njihova pričakovanja. Image zaznavajo skozi celostno podobo, ki jo uživa salon v javnosti. Ceno storitve ocenjujejo tako, da jo primerjajo s svojimi pričakovanji, zaznana kakovostjo ali s konkurenco. Ambient zaznavajo skozi počutje, ki jim ga nudi prostor, v katerem se nahajajo. Raziskava je pokazala tudi bistvene razlike v dojemanju pomena zadovoljstva uporabnikov glede na spol in pustila nekatera odprta vprašanja za prihodnje.

Ključne besede: dejavniki zadovoljstva, kakovost storitev, kakovost osebja, cena, image, ambient, frizerske storitve

Antecedents of customer satisfaction with hairdressing services

Abstract

Despite the strong interest in customer satisfaction we could not find academic research of customer satisfaction in a specific branch of hairdressing services. Hairdressing salons, unlike companies in other industries do not have the ability to costs cutting by streamlining and economies of scale, which has become so popular, so it is even more important for them to know how to satisfy the needs of their customers. It is important for them to be aware of the factors that influence customer satisfaction of their users so they can improve it. Therefore, we have done a qualitative focus group research, which consisted of 7 participants, users of hairdressing services, to research which are the factors that affect

customer satisfaction and further, how are those factors perceived by focus group participants. We confirmed the four key antecedents of customer satisfaction that we have already identified based on the literature review. They are quality of staff, service quality, price and image. In addition to these antecedents, we noticed another important antecedent, which we named the atmosphere. In doing so, we found that users of hairdressing services pay the greatest importance on the quality of staff and the least important of all is the image. Service quality is perceived by hairdressing users through interaction with the company and their results. Service quality is evaluated by comparison to the competition, how the service meets their expectations and the quality of service on general. Quality of staff is perceived through staff characteristics that influence the perception of process. The quality of staff is evaluated by comparison to competition and how the hairdresser meets their expectations. Image is perceived through the image as a whole, which the hairdresser enjoys in the public. Price is evaluated by comparison to their expectations, perceived quality or competition. The atmosphere is perceived by the feeling that the room gives to users. The survey also showed a significant difference in perception of the importance of customer satisfaction according to gender and left some open questions for the future.

Keywords: antecedents of customer satisfaction, quality of staff, service quality, price, image, atmosphere, hairdressing services



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Specificities of change management in SMEs

Abstract

Many contemporary researches in the field of organisation and management analyse change management or determination of factors which influence dynamics of business systems, their success and adaptability. Changeable nature of the present market demands is important since it makes adaptive instead of allocation efficiency crucial for

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successful operations of a company. However, the majority of the undertaken researches apply to the big business systems/companies. Considering the portion of small and medium sized enterprises (SMEs) in the total number of companies and the total number of employees, direct connection between entrepreneurial activity and future economic growth and the unique features of enterprise's inner organisation dynamics, there is a reasonable interest in focusing the researches to the specific evolution dynamics of the SMEs. This paper provides a concise insight of modern literature which analyses change management in companies; it identifies specificities of SMEs and elaborates results of the conducted preliminary empirical researches on the processual aspects of organisational changes and their connection to the SMEs success. Preliminary empirical research indicates a significant connection between change management and the SMEs successful business. Such results provide perspective to the future integral researches of change management in SMEs. These should include processual, contextual and content dimension of organisational changes and considerate individual influence of a manager/entrepreneur. Also, the future researches should try to determine certain validity of changes, examine SMEs dynamic potentials, determine factors crucial to the SMEs successful business, the possibilities of their strategic development in the modern business environment (...) which would contribute to improving the researches in the field of SMEs growth and development.

Keywords: organizational changes, change management, SMEs (small and medium sized enterprises), integrated approach



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Stališča, odnos in vedenje uporabnikov do marketinškega komuniciranja v družbenih omrežjih

Povzetek

Družbena omrežja postajajo pomemben kanal marketinškega komuniciranja. V dosedanjih raziskavah so avtorji preučevali predvsem vpliv stališč na odnos uporabnikov do oglaševanja in do spletnega oglaševanja, malo pa je znanega o vplivu stališč na odnos in vedenje uporabnikov družbenih omrežij do marketinškega komuniciranja v teh omrežjih. Rezultati te raziskave kažejo, da imajo stališča do osebnih dejavnikov (informacije o izdelkih, zadovoljstvo/zabava in ugled/imidž) ter stališče do družbenega dejavnika »dobro za gospodarstvo« pozitiven vpliv na odnos uporabnikov družbenih omrežij do marketinškega komuniciranja v družbenih omrežjih, stališča do družbenih dejavnikov »neresnica/hesmisel« in »kvarjenje vrednot« pa negativen vpliv na odnos uporabnikov družbenih omrežij do marketinškega komuniciranja v družbenih omrežjih. Vpliv stališč uporabnikov do dejavnika »materializem« ni statistično značilen. Odnos uporabnikov do marketinškega komuniciranja v družbenih omrežjih pozitivno vpliva na vedenje uporabnikov do marketinškega komuniciranja v teh omrežjih. Rezultati te raziskave so jasno sporočilo marketinškim strokovnjakom, da naj svoja sporočila uporabnikom v družbenih omrežjih prilagajajo na način, da bodo le ta vsebovala čim več informacij o izdelkih, da bodo zabavna in, da bodo poudarjala ugled oziroma imidž njihovih izdelkov ter čim manj takšnih sporočil, za katere bi uporabniki družbenih omrežij lahko sklepali, da niso skladni z vrednotami, vsebujejo preveč erotike, negativno manipulirajo, zavajajo, ... Vsekakor pa morajo marketinška sporočila v družbenih omrežjih vsebovati čim več osebnih dejavnikov, s katerimi se uporabniki družbenih omrežij lahko poistovetijo.

Ključne besede: družbena omrežja, stališča, marketing, komuniciranje, odnos, vedenje

Users beliefs, attitude and behavior toward marketing communication in social media

Abstract

Social networks are becoming important marketing communication channel. Previous studies have examined the influence of particular beliefs on users attitude towards advertising, and web advertising, but little is known about the influence of beliefs on users attitude and behavior toward marketing communication in social networks. The results of this research shows that users beliefs about personal factors (product information, hedonic pleasure and social image) as well as users beliefs about the social factor »good for economy« have a positive influence on the attitude toward marketing communication in social network, while users beliefs about the social factors »falsity/no sense« and »value corruption« have a negative influence on users attitude toward marketing communication in social network. Beliefs about factor »materialism« were found to be not statistically significant. Users attitude toward marketing communication in social networks has a positive influence on users behavior toward marketing communication in social networks. The survey results represent a clear message to marketing professionals, that they should adopt their messages in social networks in the way to obtain utmost information about products, to be amusing and to emphasize the reputation of their products. On the other hand, they should minimize messages, with regard to which the individual user could assume that they corrupt values and/or have too much reference to sex. In any case, marketing messages in social networks should contain personal factors, in which the individual user can find himself.

Keywords: social networks, beliefs, marketing, communication, attitude, behaviour



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Vpliv starosti, spola, izobrazbe in dohodka na odnos in vedenje uporabnikov do marketinškega komuniciranja v družbenih omrežjih

Povzetek

Ker je število uporabnikov družbenih omrežij preseglo vsa pričakovanja, postajajo le ta čedalje pomembnejši kanal marketinškega komuniciranja. Dosedanje raziskave so preučevale predvsem vpliv posameznih demografskih, socialnih in ekonomskih dejavnikov na stališča, odnos in vedenje do marketinškega komuniciranja na splošno in do marketinškega komuniciranja preko interneta. Malo pa je znanega o vplivu teh dejavnikov na odnos in vedenje uporabnikov družbenih omrežij do marketinškega komuniciranja v teh omrežjih. V tej raziskavi smo preučevali vpliv starosti, spola, izobrazbe in dohodka uporabnikov družbenih omrežij, na njihov na odnos in vedenje do marketinškega komuniciranja v družbenih omrežjih. Pokazalo se je, da nobeden izmed preučevanih dejavnikov ne vpliva statistično značilno na odnos in vedenje do marketinškega komuniciranja v družbenih omrežjih. Glede na rezultate te raziskave, marketinškim strokovnjakom, marketinških sporočil v družbenih omrežjih, ni potrebno prilagajati glede na starost, spol, izobrazbo in dohodek uporabnikov.

Ključne besede: družbena omrežja, spol, starost, izobrazba, dohodek, odnos, vedenje

The influence of age, gender, education
and income on users attitude and
behaviour toward marketing
communication in social networks

Abstract

As the number of social networks users exceeded all expectations, those networks are becoming very important channel of marketing communications. Previous studies have examined the influence of individual demographic, social and economic factors on the beliefs, attitude and behavior toward marketing communication in general and towards marketing communication on the web. However, little is known about the influence of these factors on the attitude and behavior of social networks users towards marketing communication in those network. In this study we have examined the influence of age, gender, education and income of social networks users on their attitude and behavior towards marketing communication in social networks. It turned out that none of the studied factors has statistically significantly influence on the attitude, nor on the behavior of social networks users towards marketing communication in social networks. Based on the results of this survey, it is not necessarily for marketing professionals, to adjust their messages in social networks, based on users age, gender, education and income.

Keywords: social networks, gender, age, ieducation, income, attitude, behavior



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The role of management in future development of small companies

Abstract

The purpose of this paper is to document the fundamental shift that is taking place in the age of globalization and new economy. A particular emphasis is placed on changes in economic policy demanded by the entrepreneurial economy vis-à-vis the managed economy. New economy is

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erroneously connected to relation with internet concept. However, new economy relies on the need for good informing and the use of the best managerial experiences.

Keywords: globalization, management, internet concept, managerial experience



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Povezanost podjetij z dobavitelji

Povzetek

V sodobnem času je pomembno, da so podjetja v oskrbovalni verigi sposobna sodelovati na način, ki bo omogočal čim boljši servis za končne kupce. Da bi se lahko čim hitreje odzvala na spremenjene potrebe s trga, morajo vzpostaviti sistem sinhronega poslovanja z dobavitelji, ki seveda zahteva precejšnje mero njihove medsebojne povezanosti. Kako močna je ta povezanost zavisi v veliki meri od nabavne funkcije. Nabavna funkcija je torej tista, ki na eni strani zagotavlja takojšnje obveščanje dobaviteljev o spremembah prodajnega plana in o novih razvojnih usmeritvah podjetja, na drugi strani pa od dobaviteljev pridobiva nova tehnološka znanja in rešitve, kar je pomembno pri razvoju novih proizvodov in storitev. Podjetja, ki želijo imeti boljši pregled čez oskrbovalno verigo, se ne omejujejo samo na sodelovanje z neposrednimi dobavitelji, ampak sodelujejo tudi z drugim in v določenih primerih celo tretjim nivojem dobaviteljev. Stopnja povezanosti podjetij z dobavitelji ni ves čas enaka in se lahko pogloblja, ali pa se nasprotno zmanjšuje. Konkurenčnost trga in negotovosti, ki so na njem prisotne, lahko v veliki meri vplivajo na to povezanost. Dolgoročna narava sodelovanja praviloma vodi v večjo stopnjo integracije, kar je še posebej pomembno pri proizvodih visoke tehnologije, kjer gre za skupni razvoj, ki ga je potrebno v čim krajšem času zaključiti. Integracija podjetij z dobavitelji lahko tudi v precejšnji meri vpliva na njihovo uspešnost poslovanja konkurenčno prednost. Njena intenzivnost zavisi v veliki meri od tega, ali gre za lokalne, ali za globalne dobavitelje.

Ključne besede: nabava, dobavitelji, oskrbovalna veriga, integracija, globalizacija

Supplier integration

Abstract

It is important that companies in a supply chain are able to work together to achieve the best services for their final clients. In order to respond quickly to the change on the market they must establish a sistem of synchronic performance with the suppliers which depends significantly on their mutual integration. The purchasing function makes a key role in the integration process. It must inform suppliers about the changes in sales plan, new product development activities and on the other side obtains know-how from the suppliers which is important for the new product and service development. Companies that want to establish better overview across the supply chain do not limit their activities only on the first tier suppliers but are interested also on the second and sometimes even the third tier suppliers. The degree of supplier integration is not constant but can become more or less intensive. Competition on the market and risks can have substantial influence on the integration process. Long term partnership normally leads into higher degree of integration which is especially important for high tech products because they require joint development which must be accomplished in shortest time possible. Supplier integration can substantially influence business performance and competitiveness. It's intensity depends on whether there are local or global suppliers.

Keywords: purchasing, suppliers, supply chain, integration, globalization



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High growth coaching as a tool of entrepreneurship support environment

Abstract

High Growth Companies represent only a small percentage of the overall number of SMEs in any country. The OECD - Eurostat Entrepreneurship Indicators Programme suggest that they represent between 3 - 6 per cent of the total number of SMES in a country. Given this is a small percentage of total SME stock, why the interest in so-called High Growth Companies? The answer is simple: High Growth Companies, and in particular so-called 'gazelles', have long been recognised as having a key role to play in developing economic competitiveness, job creation (Birch, 1981, 1987; Ahmad and Gonnard, 2007; Hölzl and Friesenbichler, 2008), improved productivity and performance (Bartelsman, Scarpetta and Schivardi, 2005) and as catalyst for the rejuvenation and strengthening of Europe's economy and development. The challenge for governments and policy makers is to design strategies to nurture and develop more High Growth Companies. Considerable research and development has been undertaken into creating the right environment for such companies to flourish (e.g. access to finance, support of innovation and technology, investment in technology and incubation centres). Almost no research has been undertaken to explore the skills and development of the business advisors, consultants and coaches who provide support to the High Growth Companies. The High Growth Coach sought to address this issue resulting in the report High Growth Coaching in Europe, the High Growth Coach Competency Framework and the High Growth Coach Development Programme.

Keywords: entrepreneurship, entrepreneurship support, coaching



Izzivi na področju financ, računovodstva in bančnega sektorja

Challenges in finance,
accounting and banking

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Novi – inovativni pristopi na področju bančnega sektorja v obliki »prize linked savings«

Povzetek

Element sreče oz. hazarda je našel svoje mesto tudi v bančnem sektorju. Glede na pretrese, ki jih je in jih še doživlja sektor bančništva, bi lahko nekdo pomislil, da je govora o sreči imetnika depozita pri izbiri posamezne banke. Seveda je tudi ta pogled zanimiv in po svoje tudi delno drži, prvenstveno pa je v tem prispevku govora o novih – inovativnih pristopih ponudnikov bančnih storitev oz. produktov z namenom obdržati ali pridobiti nove stranke. Zaradi boljšega razumevanja pojma sreče ali hazarda in zgodovinskega razvoja bančništva, se moramo vrniti nazaj v zgodovino. Beseda hazard izvira iz časa rimskih provinc. Med napadanjem rimskih provinc so Arabci igrali igro s kockami, ki so jo poimenovali »az – zahr«, beseda je označevala kocko oz. kockanje. Vitezi templarji so igro »az – zahr« med vračanjem domov prinesli v Francijo in jo med potjo preimenovali v »hasar ali hasard«. Igra »hasard« se je iz Francije med vojno z Anglijo v 13. in 14. stoletju preko vitezov naselila v Angliji. Angleški vitezi so igro poimenovali hazard in jo definirali kot tveganje ali preskusiti srečo. Nova igra se je v nadaljevanju razširila po celini in preostalem svetu. V zvezi z vitezi templarji je zanimivo tudi zgodovinsko dejstvo, da so v bančno – fiskalni zgodovini zapisani kot prvi bankirji in izumitelji mednarodnih izplačil na daljavo (današnji čeki, potovalni čeki) ter uvedli izpopolnjen sistem knjigovodstva in računovodstva. Primarna vloga viteških redov je bila karitativna dejavnost združena z boji proti muslimanom. Vzporedno pa so templarji izdajali posojila križarjem in romarjem, prenašali sredstva za vojno iz Evrope v Sveto deželo, nastopali kot posredniki pri plačevanju odkupnin za ujetnike itd. Poleg Židov so postali najpomembnejši bankirji svojega časa, saj je bila obrestna mera pri posojanju denarja precej nižja od tiste, ki so jo zaračunavali Židje. V današnjem času, ko se bančni sektor sooča z največjimi izzivi od »črnega petka« naprej, predstavljajo inovativni pristopi bančnikov novo dimenzijo trženja bančnih storitev oz. produktov. Eden od takih inovativnih pristopov predstavlja uvedba

varčevanja z nagrado (prize linked savings). V tem primeru gre za bančne depozite z elementom igre na srečo, pri katerih je višina obresti odvisna od sreče oz. žreba. Vsak varčevalec oz. imetnik depozita je »de facto« udeležen v žrebanju, ki ga organizira in izvede ponudnik te bančne storitve. V primeru, ko je posamezni imetnik depozita izžreban, mu banka ponudi občutno večje obresti, za ostale imetnike depozitov, pa ostanejo na običajni (nizki) ravni. Taka, inovativna oblika varčevanja z elementom sreče, je bila razširjena npr. v Južni Afriki in Veliki Britaniji. Sorodna oblika varčevanja pod drugim imenom (no lose lottery) je znana tudi v Združenih državah Amerike in po novem tudi v Sloveniji. Na primer; sistem nagrajevanja stranke z dodatkom k obrestni meri, v kolikor je imetnik družinskega paketa, posebne oblike TRR, ipd.

Ključne besede: hazard, kriza, depozit, inovativno bančništvo, izžrebane obresti, templjarji

New – innovative approaches on area of bank sector in form of »prize linked savings«

Abstract

The element of luck or hazard has found its place also in the banking sector. Because of the crisis that was and still is in a banking sector, someone could think that this article is about deposit holders luck in the selection of bank. Although this point of view is interesting and partly true, this paper refers to a new - innovative approaches of banking services or products in order to retain or attract new customers. For a better understanding of the concept of happiness, or hazard, and the historical development of banking, we have to go back in history. The word hazard originates from the time of the Roman provinces. In the period of Roman provinces, the Arabs played a game with dices, which they called "az - ahr," (dice or. slice the dice). The Templar Knights brought the game "az - ahr," with them to France. While they were traveling, they renamed the game in to "Hazar or hasard". The game "hasard" went from France during the war with England in the 13th and 14th century with the help of knights and found its place in England. English knights named the game »Hazard« and defined it as a risk or taking a chance. The new game spread across the continent and the rest of the world. Templar Knights are also connected

Izzivi na področju financ, računovodstva in bančnega sektorja

with a very interesting historical fact. In bank - fiscal history they were the first international bankers and inventors of distance payments (today's checks, traveler's check) and introduced an improved system of bookkeeping and accounting. The primary role of knight orders were charitable activities and struggles against Muslims. Parallel with this, knights gave loans to crusaders and pilgrims, transfer funds for the war, from Europe to the Holy Land, were acting as an intermediary in paying ransom for the captives, etc. Besides the Jews, the Templar Knights became the most important bankers of their time. Their interest rates were much lower than those charged by the Jews. Nowadays, when the banking sector faces major challenges from the time of "Black Friday" to represent time, innovative approaches of bank, represent a new dimension of banking or marketing. One such innovative approach is the introduction of »Prize Linked Savings«. In this case, the bank deposits are connected with the gambling element, in which the amount of interest depends on luck or the draw. Every deposit holder is "de facto" taking part in the draw, organized and conducted by the provider of banking services or products. The bank offers substantially greater interest to deposit holder. Other holders of the deposits remain in the normal (low) level. Such an innovative form of savings with the element of luck were in South Africa and Britain. A related form of saving under a different name (no lose lottery) is also known in the United States and recently in Slovenia. For example, a system of rewarding customers by adding the higher interest rate, if the customer has a »family package«, »special form of bank account«, etc.

Keywords: hazard, crisis, deposit, innovative banking, drawn interest, Templars



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Poslovodni, informacijski in izvajalni vidik organiziranosti računovodenja za notranje poročanje

Povzetek

Računovodstvo za notranje poročanje je del celotnega računovodskega sistema v poslovnem sistemu (organizaciji kot pravni osebi). Avtor daje pomemben poudarek samemu pristopu k organiziranosti računovodenja za potrebe notranjega poročanja. Njegov pristop je zasnovan na predhodni opredelitvi izhodišč splošnih načel. V tem okviru avtor predstavi pomen, vlogo in mesto računovodenja v širšem smislu v poslovnem sistemu in med drugim razčleni računovodstvo poslovnega sistema glede na uporabnike računovodskih informacij. Posname in opiše obstoječo organiziranost, preuči njene prednosti in pomanjkljivosti in evidentira področja potrebnih sprememb. V nadaljevanju avtor posveča pomembno pozornost poslovnemu, informacijskemu in izvajalnemu vidiku organiziranosti računovodenja za notranje poročanje. Ko (re)organiziramo računovodstvo v poslovnem sistemu, si avtor v svojem prispevku zastavlja vprašanje, kako to storiti, da bo računovodstvo organizirano čim bolj učinkovito tudi za potrebe notranjega poročanja, in seveda poskuša podati določene rešitve. Prav tako se dotakne še povezanosti in prepletenosti računovodstva s finančno funkcijo v poslovnem sistemu. Pomembno teži v avtorjevem prispevku ima informacijski vidik organiziranosti računovodenja za notranje poročanje. Da bi vodstvo in drugi deležniki v gospodarski družbi dosegli svoje načrtovane cilje, potrebujejo informacije, ki jim zagotavljajo implementacijo njihovih poslovnih odločitev. Računovodstvo obstaja posebej zato, da vsem zainteresiranim stranem ponudi pravo sliko, čim bolj verodostojno predstavo o poslovnem sistemu in ilustrira poslovanje s svojo usmerjenostjo v funkcijo naslovnika in seveda z relativno natančnostjo. Ko obravnava informacijski vidik organiziranosti računovodenja za potrebe notranjega poročanja, avtor ne more mimo samega analitičnega pomena računovodskih informacij za notranje poročanje. V okviru izvajalnega vidika organiziranosti računovodenja za notranje poročanje avtor zajame potek procesa, njegove nosilce, njihove vloge in medsebojna razmerja. V izvajalnem pogledu se notranje poročanje v okviru poslovnega sistema odvija pravzaprav po posameznih področjih ali po segmentih. Konceptualna osnova segmentnega poročanja je poslovodni pristop, ki se v poslovnem sistemu navezuje na njegovo interno organizacijsko in poslovodno strukturo. S tem so investitorju dane informacije, ki tudi za notranje odgovorne osebe predstavljajo temelj njihovih odločitev. V zaključku svojega prispevka avtor poskuša tudi na osnovi svojih praktičnih izkušenj na področju financ in računovodstva obogatiti svoj prispevek s primerom organiziranja računovodenja na konkretni gospodarski družbi, na kateri aplicira tako splošna načela organizacijskega razvoja, kot tudi nazorno

prikaže vse tri vidike organiziranosti računovodstva za potrebe notranjega poročanja.

Ključne besede: računovodstvo, notranje poročanje, organiziranost računovodenja za notranje poročanje

Organising the accounting system for the needs of internal financial reporting: management, information and performance aspects

Abstract

Accounting for internal financial reporting is a constituent part of the entire accounting system within a business system (an organisation such as a legal entity). The author places an important emphasis on the approach of how to organise the accounting system for the needs of internal financial reporting. His approach uses a previous definition as the starting-point for the general principles. In this context the meaning, role and importance of the accounting system in a broader sense within the business system is presented. The author analyses the accounting system in respect of the potential users of accounting information. He briefly describes the existing organisation of the accounting function, examines closely its efficiencies and deficiencies, and identifies areas requiring change. Furthermore, the author reviews the various considerations when organising the accounting system for the needs of internal financial reporting, i.e., for the needs of management, information and performance aspects. When reorganisation of the accounting system (within a business system) is required, the author raises the question of how to ensure the accounting system is organised efficiently taking into account the needs of internal financial reporting. He also tries to offer solutions. The author poses the question of how to link the accounting function with the financial function of a business system. Significant weight in the author's paper is placed upon the information aspect of organising of the accounting system for internal financial reporting. In order to achieve their goals, the management and other stakeholders within a company require information to enable business decisions. The accounting system exists for this purpose, to provide accurate information to all relevant parties, to provide an accurate and

trustworthy impression of the business system. The accounting system describes the business activities in a form relevant to the function of the user and with accuracy as appropriate to the user. When the author considers the information aspect of organising the accounting system for the needs of the internal financial reporting, he cannot ignore the analytical significance of accounting information for internal financial reporting. Furthermore, his approach also considers the implementation and execution of the accounting system for internal financial reporting. In the performance aspect of organising of the accounting system for internal financial reporting, the author considers process flows, means of delivery, roles and relationships. In the performance aspect, internal financial reporting within a business system takes place over individual fields or segments. A conceptual basis for segmental reporting is the management approach, which within the business system is linked to its internal organisation and management structure. Thus an investor is provided information, which is also used internally as a basis for decision making. Finally, based on his practical experiences in the field of corporate finance and accounting, the author presents an empirical case study, that of the organisation of a commodity producer's accounting system. In this case study, the general principles of organisational development are applied, and all three aspects of organising the accounting system for internal financial reporting are shown.

Keywords: accounting, internal financial reporting, organising accounting for internal reporting, accounting information



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A Score Function for the Analysis of Bankruptcy Risk of Romanian Companies

Abstract

The paper presents a score function built for the analysis of the likelihood of Romanian companies to go bankrupt. The analysis was performed on a group of 44 companies listed on Bucharest Stock Exchange. The study period was between 2007 and 2010. To analyze the risk of bankruptcy, the firms were divided into two groups: bankrupt and non-bankrupt. Although traditionally the score functions take into account the legal concept of bankruptcy, this fact proved to be irrelevant for the Romanian economy, due to the subjective facets of this approach. Therefore, in the development of this function score, the financial connotation of bankruptcy was preferred. Thus, the companies which showed net loss in at least two years of the four analyzed were considered as bankrupt companies. In these circumstances, 21 companies with financial difficulties have been identified (with net loss in at least two years analyzed) and 23 without financial difficulties. In this perspective, the score reflects the probability of a firm to obtain net loss, rather than go bankrupt legally. We appreciate that such a view is more useful for investors because they are primarily interested in the net result that the company will obtain. Thus, a high probability of achieving net loss will cause a high probability to fail in the future, if the firm keeps on getting net loss. Therefore, such a function can signalize the appearance of the financial difficulties before the traditional functions, based on legal bankruptcy.

Keywords: bankruptcy risk, financial ratio, score function, discriminant analysis



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Macedonian and Croatian Accounting Systems: A Comparative Analysis

Abstract

The purpose of this paper is to examine some similarities and dissimilarities between Macedonian and Croatian accounting systems. Macedonian and Croatian accounting systems experienced some changes after both countries' independences in 1991. Those changes in accounting field toward international requirements were unavoidable since both countries aspired European integration. The paper examines some segments of accounting and financial reporting national framework of both countries. On the other hand, some articles as tangible and intangible assets, financial instruments and inventory are selected with the purpose to find similarities and/or dissimilarities between two analyzed countries. National accounting frameworks, accounting articles and measuring their acquisition values, used valuation methods, writing off, etc. are examined for both countries using qualitative research. Similarities and dissimilarities are found comparing two countries' accounting systems.

Keywords: accounting system, similarities, dissimilarities, financial reporting, accounting standards



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Closed end Funds Discount – Modern Approach to Puzzle Solving

Abstract

The market price of closed-end funds (CEFs) shares is usually somewhat different from the shares net asset value (NAV). The principle of value additivity assumes that the sum of the values of individual components should be equal to the value unit consisting of these parts. Therefore,

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grouping of stocks in the portfolio should not magnify or diminish the total of their values outside the portfolio. Closed end funds discount is an exception to this rule and this phenomenon is known as the CEF puzzle in financial science. Investment in CEFs shares imposes additional risk that is connected with discount variation beside variation of portfolios NAV. Discount existence imposes two key issues which are the main motivation of this paper: "Why is the market value of assets held in CEFs portfolio smaller than the market value of identical assets outside the portfolio?" and "Why is discount not constant but varies over time?". The aim of this paper is to provide a better understanding of CEFs shares prices behavior through reviewing of recent research into the causes of discount existence. Research results highlight a number of different explanations which can be classified according to research framework into the classical financial paradigm and modern behavioral approach.

Keywords: closed end funds, discount, agency cost, investor sentiment



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Regresijska analiza cen stanovanj v občini Celje

Povzetek

Stanovanjski trg je del trga nepremičnin za katerega veljajo določene posebnosti, ki ga ločijo od ostalih trgov. Zato smo v članku predstavili glavne značilnosti tega trga in dejavnike na strani ponudbe in povpraševanja, ki vplivajo na ceno stanovanj. Pojav gospodarske krize je spremenil tudi razmere na stanovanjskem trgu. Z raziskavo smo želeli najprej ugotoviti kako se je spreminjala cena stanovanj po letu 2007 tako za področje celotne Slovenije kot tudi občine Celje. V nadaljevanju raziskave pa smo z regresijsko analizo skušali ugotoviti kateri dejavniki vplivajo na ceno stanovanj v občini Celje. V bazo smo zajeli vzorec 239-ih stanovanj. Ugotovili smo, da so se za statistično značilne izkazali trije od šestih dejavnikov, in sicer: velikost stanovanja, starost in mikrolokacija. Oblikovali smo model s katerim smo pojasnili okoli 80 % variabilnosti cen stanovanj.

Primerjali smo tudi ceno rabljenih in novozgrajenih stanovanj in ugotovili, da v Celju obstoja statistično značilna razlika v ceni za m².

Ključne besede: stanovanjski trg, regresijska analiza, ponudba stanovanj, cena, regresijski model

Regression analysis of housing prices in Celje

Abstract

The housing market is part of the real estate market. It is subject to certain features which distinguish it from other markets. Therefore, in this article we present the main features of this market and the factors on the supply and demand affect the price of housing. The emergence of the economic crisis has changed the situation in the housing market. The first study was to determine how the changing cost of housing after 2007 for both the whole of Slovenia as well as the Municipality of Celje. Eih regression analysis attempted to determine which factors affect the price of housing. The base we cover the 239-s sample of housing real estate. We found that the statistically significant showed three of the six factors, namely: the size of dwelling, age and microlocation. We designed a model which we explained about 80% of the variability in house prices. We also compared the price of used and new dwellings and found that in Celje existence of a statistically significant difference in the price per m².

Keywords: housing market, regression analysis, supply of housing, price, regression model



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Analysis of different costing methods for development of financial indicators at Croatian faculties

Abstract

The purpose of this paper is to present development of financial indicators under the Balanced Scorecard (BSC) model by using different costing methods. Our analysis is based on faculties as budgetary users that get their funds mainly from state budget and need to have information about costs of their services. The funds of faculties are restricted and because of that it is necessary to manage with them efficiently and effectively. Therefore, quality management of faculties requires development of financial indicators. We investigated most important financial indicators under BSC model and we will present most important differences under these indicators regarding use of traditional costing method or Activity Based Costing (ABC) method. Result of our analysis showed that the main difference between mentioned costing methods is in the proportion of direct and indirect costs in the total expenses. That difference is the result of different allocation of costs on their cost carriers. Moreover, this paper presents use of different financial indicators on some universities and also provides information about negative side of using financial indicators at faculties.

Keywords: financial indicators, faculties, costing method, Balanced Scorecard, ABC method



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The Accounting Profession Under The Impact of Global Economic Crisis

Abstract

The purpose of this paper is to highlight an extensive study of the impact of global economic crisis on the accounting profession and accountants, the research reflecting the development and fortuitous changes in accounting under the restrictions and auspices of global recession. So, the research proposal aims to develop research, examining the effects of the recent and current economic crisis in accounting. The article begins with the study and comparison of international reactions and responses on the subject treated aiming to capture the opinions concerning the crisis implications in accounting. Thus, the foreign literature was studied, as well as articles in numerous newspapers and journals of international stature. Then the research is oriented mainly towards identifying responses to the following questions: How did the accounting profession develop under the auspices of the global recession? What does it imply the new culture in the accounting profession and innovative practice in the field? What is the role of the accountant in crisis management? What problems does the accounting face up as a significant pawn in overcoming the crisis? Using deductive reasoning, it was determined the general trend in accounting. In times of economic recession, the role of accountant has changed, getting augmentative dimensions and becoming multifaceted. It is required, more strongly, the need of guidance for accountants on providing integrated services to the entities they serve. In this respect, it is noticed the position of the accountant-consultant, as an important pillar for the entity, perspective which gives us an image of the specialist accountant, who always ensures the security of the business. Also, in context of recession, professional accountants should be concerned with the identification of financial engineering which could lead to an exit from the crisis and to reduce and mitigate its negative effects, but also to prevent and reduce the potential intensity of future crises. Accounting, as a mirror of events occurring in the economy, in order to fulfill its mission and to ensure success in times of crisis, must be concerned with improving financial reporting in order to rebuild confidence of the users of information and to

remove their skepticism towards financial reporting. Accounting is required to commit to a system of high quality financial reporting, commitment which could provide users confidence and security. Also, in times of crisis, to achieve accounting objectives, there should be abandoned the erroneous conception under which the responsibility for various problems and failures occurred at the level of individual entities and the level of the global economy, it could belong to accounting.

Keywords: global economic crisis, the accounting profession, professional accountant consultant, financial reporting, reliability of the information

JEL classification: M41, M49



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Comparison and effects of different dividend taxation systems and participations in profits

Abstract

This paper presents comparison of effects of different dividend taxation systems and participations in profits on the level of companies as well as on the level of shareholders in Croatia. We investigated the effects of different dividend taxation systems in order to reveal differences. Our comparison results show that there are differences in the amount of total tax burden regarding applied taxation system. Furthermore, in Croatian

taxation system dividends as well as part of profit and income of natural persons are very slightly weighted. In Croatian system of exception, dividends and participations in profit are taxed just with the profit tax rate which is almost equal to the lowest tax rate on personal income. Nevertheless, double dividend taxation and dividend under taxation avoidance in Croatian system of income taxation can be eliminated by application of imputation system and cedular taxation model with several rates. Other models lead to double taxation and/or dividend under taxation. Our paper thus provides comparative analysis of different taxation systems.

Keywords: dividend, profit, taxation system, double taxation, Croatia



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Using bank financial ratios to predict bank failures

Abstract

The ability to predict bank failure has become much more important since the mortgage foreclosure crisis began in 2007. In the economic literature, most of the researches conducted previously and dealing with that subject can be divided into two groups: those dealing with failure of individual banks and those dealing with disruption to the banking system as a whole. The „micro“ approach typically focuses on literature which use bank balance sheet and market information to explain and forecast the failure of individual institutions, while the second approach uses macroeconomic variables as well as some institutional variables to explain and ultimately predict systemic bank crises. Both kind of researches usually use one of developed statistical leading indicator models of banking problems: the 'signalling' approach and the qualitative response model. The aim of this paper is to deliver a review of previous researches about individual bank

failures and to evaluate a theoretical models using bank financial ratios in purpose of trying to answer which ratios are crucial for bank failure prediction. The intent of the article is, also, to promote future empirical research that might help to prevent bank failures and financial crises.

Keywords: financial ratios, bank balance sheet, bank failures, leading indicators, bank rating systems



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Pomen računovodskih informacij za odločanje v srednje velikih in velikih Slovenskih podjetjih

Povzetek

Srednja in velika podjetja so pomemben dejavnik slovenskega gospodarstva. Njihova uspešnost je med drugim odvisna od kvalitete poslovnih odločitev, te pa od kvalitete informacijskih podlag odločanja. Med njimi so tudi računovodske informacije. Preverili smo, ali so podjetja, ki pripravljajo informacije za različne ravni odločanja uspešnejša od podjetij, ki teh informacij ne pripravljajo. Zanima nas pa tudi ali so vodstva podjetij, ki razpolagajo z večjim številom informacij uspešnejša. Preverili smo koliko podjetij svoje zaposlence informira z vsaj enim sredstvom informiranja. Rezultati raziskave kažejo, da podjetja, ki pripravljajo informacije za različne ravni odločanja, ter vodstva podjetij, ki razpolagajo z večjim številom informacij niso uspešnejša. Več kot polovica podjetij informira svoje zaposlence z vsaj enim sredstvom informiranja.

Ključne besede: računovodstvo, knjigovodstvo, informacije, odločanje, uspešnost podjetja

The importance of accounting information for decision making in the medium and large slovenian companies

Abstract

Medium and large enterprises are an important factor in the Slovenian economy. Their success depends inter alia on the quality of business decisions, such as the quality of the information bases of decision making. These include financial information. We examined whether the companies that produce information for various levels of decision-making more successful than companies that do not produce information for various levels of decision-making and management companies, which have a large number of information are more successful. We also checked whether more than half of the companies inform their employees with at least one asset information. The survey results show that companies that produce information for various levels of decision-making are not successful, and management companies, which have a large number of information are not successful. More than half of the companies inform their employees with at least one asset information.

Keywords: accounting, bookkeeping, information, decision-making, business success



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Impact of Evaluation of Intangible Assets on Financial Position and Performance of Companies

Abstract

The contemporary conditions of business operations are characterized by a number of frequent changes in all the fields of economy. Accordingly, each company wishing to survive on the market requires the appropriate management, which is one of its main tasks. The successful company's management has to make the right decisions on time, for which they need the accurate and objective information on the financial position and performance of the company. The management receives such information primarily from the accounting, i.e. the basic financial reports. The information on the financial position is presented in the balance sheet, whereas the information on the company's performance can be found in the profit and loss account. Such reports also represent the basis for the analysis of the company's operations. Due to the fact that the knowledge-intensive companies have become frequently present on the market, in which intangible assets have a substantial part in the total assets, this paper specifically stresses the term of intangible assets, i.e. the methods of evaluation of intangible assets. Intangible assets actually do not have any physical characteristics. Accordingly, they are often called identifiable non-monetary assets. Certain assets can be recorded in the business records as intangible assets, only if they can be identified, and if they are expected to bring the future economic benefits into the company. They are controlled by the company as the result of the past business events. These provisions are defined in the IAS 38 – Intangible Assets. The paper presents how various evaluation methods of intangible assets may have an impact on the financial position and performance of companies. This is specifically visible upon the evaluation of the so-called hidden intangible assets, i.e. the intellectual capital as one of the main competitive advantages of each company. The intellectual capital is not recorded as the item in the balance sheet of a company. The main reasons are the criteria for recognition and evaluation of the intangible assets defined by the International Financial Reporting Standards. This means that the readers of the basic financial reports do not obtain the complete information neither on the financial position, nor the performance of a certain company. Accordingly, it can be concluded that the information on the intellectual capital should be presented within other business reports. The main goal of this paper is to draw attention to the above stated issues, the lack of information on the evaluation methods of the total intangible assets, the impact of the evaluation of intangible assets on the financial position and the successful performance, i.e. the impact on the business decision-making based on the basic financial reports and other business reports.

Keywords: Intangible Assets, impact, evaluation, intellectual capital, balance sheet, profit and loss account



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Napovedovanje plačilne sposobnosti s pomočjo računovodskih izkazov

Povzetek

Zagotavljanje optimalne plačilne sposobnosti je eden od temeljnih ciljev finančne funkcije v podjetju. Pričakovali bi, da vsa podjetja, ne glede na velikost, natančno načrtujejo svoje denarne tokove in hkrati uporabljajo instrumente, ki varujejo njihovo kratkoročno likvidnost in dolgoročno solventnost. Predračunski in obračunski računovodski izkazi so podjetjem osnova za napovedovanje plačilne sposobnosti. Preverila sem, ali so podjetja, ki sestavljajo predračunsko bilanco stanja in predračunski izkaz denarnih tokov, uspešnejša od podjetij, ki jih ne sestavljajo. Rezultati kažejo, da samo priprava predračunskih izkazov ne vpliva bistveno na uspešnost podjetij. Vpliv drugih dejavnikov, kot je dejavnost podjetja in pogoji poslovanja v kriznem obdobju, imajo verjetno večjo moč pri zagotavljanju uspeha podjetja.

Ključne besede: finančna funkcija, plačilna sposobnost, predračunska in obračunska bilanca stanja in izkaz denarnih tokov

Predicting the ability to pay by Financial Statements

Abstract

Ensuring optimal ability to pay is one of main goals of the finance function of a company. One would expect that all companies are, no matter the size, carefully plan their cash flows and by it using financial instruments that protect their short-term liquidity and long-term solvency. Prospective

financial statements and final financial statements are the basis for companies in forecasting their ability to pay. I checked if the companies, making planned balance sheet and prospective statement of cash flow, more successful than companies making no such financial statements. The results show that only preparation of planned balance sheets does not affect much on the success of businesses. The influence of other factors like the business activity and the terms and conditions of the business in the times of crisis has more impact and strenght in ensuring the success of the business.

Keywords: finance function, the ability to pay, prospective financial statement, financial statement, statement of cash flow



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The model of harmonised external and internal financial reporting by operating segments

Abstract

In this paper, a system of external financial reporting by operating segments, specific for it's inclusion of the the disaggregation criteria for the purposes of internal segment reporting, is put forward. The proposed system describes an informational basis for the required aggregation of homogeneous items needed for external reporting purposes. Therefore, the goals of harmonized financial reporting by business segments may simultaneously be achieved together with the goals set by internal and external reporting. The paper encourages the application of a new concept of harmonised external and internal financial reporting according to operating segments. These new reports offer a preview of business processes and account for responsibilities in managing operating segments, uncovering contributions of individual business segments to the total financial result of the entity. The harmonisation by segments of internal and external financial reporting is important for the financial statements to

Challenges in finance, accounting and banking

be able to present a cohesive financial report of an entity's business activities. Appropriately structured relationships between items disclosed in financial reports, ease the assessment of amounts, timing and uncertainty of future cash flows, liquidity and financial flexibility of the business entity, and its operating segments. An assessment model of external and internal segment reporting harmonisation was tested on a sample including some well known international corporations and some Croatian entities, with securities listed on stock-exchanges. The actual findings are below: external and internal financial statements by operating segments are better harmonised for those entities that are mostly owned by private, mainly foreign owners, businesses whose financial reporting is subject to revision, multinational companies, business entities whose financial reporting complies with the IFRSs, and particularly business entities whith securities actively traded on a public capital market.

Keywords: operating segment, reporting segment, financial statement presentation



Sodobne rešitve v poslovni informatiki in e-poslovanju

Contemporary solutions in business
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Rast spletnega nakupovanja v evropskih državah

Povzetek

Tehnologija je dandanes tako napredovala, da spletna trgovina ni več posebnost. Skoraj ni izdelka ali storitve, ki se ju ne bi dalo bodisi prodati ali kupiti v spletni trgovini. Namen raziskave je ugotoviti v katerih evropskih državah posamezniki najpogosteje preko interneta kupujejo blago ali storitve za zasebno uporabo, ter v kateri evropski državi so se v zadnjih letih najbolj povečali spletni nakupi, ter kaj vpliva na pogostejše spletne nakupe. Rezultati raziskave kažejo, da v Veliki Britaniji opravijo največ spletnih nakupov, na spletne nakupe pa vplivajo BDP, stopnja računalniškega znanja, ter dostop do interneta od doma.

Ključne besede: internet, dostop do interneta, stopnja računalniškega znanja, nakupovanje, spletno nakupovanje

The growth of online shopping in the European countries

Abstract

The technology is now so advanced that online shopping is no longer a specialty. Almost no product or service that they would not give either to sell or buy online. The purpose is to study the countries in which individuals are most often via the Internet to buy goods or services for private use and in which European country in recent years increased the most on-line purchases, and what affects the frequency of online purchases. The survey results show that in the UK doing most online purchases, online purchases and at the impact of GDP, the level of computer knowledge and Internet access from home.

Keywords: internet, Internet access, level of computer skills, shopping, online shopping



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Pogostost uporabe interneta za iskanje službe ali pošiljanje elektronskih prošenj za zaposlitev v EU

Povzetek

V hitro spreminjajočem se svetu se skupaj s poslovanjem spreminja tudi celoten način ravnanja z ljudmi pri delu, s tem pa posledično tudi način privabljanja oziroma pridobivanja novih zaposlenih. Namen raziskave je ugotoviti v katerih evropskih državah posamezniki najpogosteje uporabljajo internet za iskanje službe ali pošiljanje prijave za delovno mesto, ter kaj vpliva na pogostejšo uporabo interneta za iskanje službe ali pošiljanje elektronske prijave za delovno mesto. Rezultati raziskave kažejo, da najbolj pogosto uporabljajo internet za iskanje službe ali pošiljanje elektronskih prošenj na Norveškem, na kar vplivajo BDP, vseživljenjsko učenje po spolu, stopnja računalniškega znanja, ter dostop do interneta.

Ključne besede: internet, internetna tehnologija, komunikacijska omrežja, zaposlitev, e-pošta, linearna regresijska analiza

Frequency of Internet use for job search or send an electronic job applications in European countries

Abstract

In a rapidly changing world, together with the business of changing a whole way of dealing with people at work, thus, consequently, a way of attracting and acquiring new employees. The purpose is to study the countries in which most individuals use the Internet to find a job or sending a job

application, and what affects the frequent use of the Internet for finding a job or send job applications. The survey results show that most frequently use the Internet to search for a job or sending electronic applications in Norway, then the impact of GDP, life-long learning by gender, level of computer knowledge and Internet access.

Keywords: internet, internet technology, communications, employment, e-mail, linear regression analysis



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Zakaj spodbujati e-izobraževanje

Povzetek

Na Fakulteti opazamo, da študenti ne hodijo na predavanja. Učijo se sami, pri tem pa nimajo niti učiteljeve razlage niti ustreznega študijskega gradiva za samostojno učenje. Ali so učinki takega učenja zadovoljivi? Zaposlenim študentom delovne obveznosti ne dopuščajo, da bi redno obiskovali predavanja, zato hodijo na predavanja občasno in se zadovoljijo s slabšim uspehom. Redni študenti pa preprosto ne obiskujejo predavanj. Sprva smo se učitelji spraševali, ali je z našim poučevanjem kaj narobe. Ker vsi po vrsti ne moremo biti slabi učitelji, je treba problem pogledati z različnih vidikov. Eden od vidikov je zagotovo potreba študentov, da se metode poučevanja prilagodijo njihovim navadam. Prispevek obravnava razmišljanja o uvajanju e-izobraževanja na fakulteti in odpira razpravo o tem, v kakšni meri uvajati nove metode učenja in poučevanja, kakšno tehnologijo imamo na razpolago in kako to sprejemajo visokošolski učitelji in študenti. Z raziskavo smo želeli ugotoviti, koliko e-izobraževanja in koliko klasičnega kurikulumuma je smotrno načrtovati v bodoče na fakulteti in ali bo e-izobraževanje počasi izrinilo tradicionalni kurikulum.

Ključne besede: izobraževanje, e-izobraževanje, samostojno učenje, e-učenje

Why to promote e-education

Abstract

On the Faculty of Commercial and Business Sciences we have noticed that only a few of students attend lectures. Consequently, students learn by themselves without having either the lecturers' interpretation or the relevant study material for autonomous learning. Are the effects of such learning good enough? At the beginning the lecturers have been wondering, if they all are so bad teachers. But, the problem has to be observed from different perspectives. One of the fact is that students need new methods and technics to learn and we have to adapt to their habits. The paper deals with dilemmas on the introduction of e-learning at the Faculty and opens a debate about the following questions: What new methods of teaching and learning should be applied in the future? What technology is available and how will teachers and students adopt innovations? The purpose of the research was to determine the optimal relationship between the e-learning and the traditional curriculum in the future study programmes to meet the needs of the students and to offer a user-friendly learning process.

Keywords: education, e-education, autonomous learning, e-learning



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Ključni procesi komponentnega ogrodja za inženiring metod

Povzetek

Razvoj kompleksnih programskih rešitev je zahteven proces, ki vključuje veliko število aktivnosti, ljudi v različnih vlogah (analitiki, načrtovalci, programerji, uporabniki itd.), tehnik in orodij. Za uspešno izvedbo razvojnega projekta je ključnega pomena, da ga podpremo z ustrežno

metodo oziroma razvojnim procesom, ki vse elemente projekta poveže v obvladljivo, učinkovito celoto. Ni pa vsaka metoda primerna za vsak tip projekta, na ustrezen izbor v prvi vrsti vplivajo okoliščine samega projekta (obseg, vrsta programske rešitve, kadrovske in tehnološke viri, časovni okvir itd.). Inženirska disciplina imenovana inženiring metod se ukvarja z načrtovanjem, izgradnjo in prilagajanjem metod, tehnik in orodij za razvoj programskih rešitev, z razvojem specifičnih - situacijskih metod in prilagajanjem obstoječih metod glede na karakteristike projektov in okolja, pa se ukvarja veča inženiringa metod, situacijski inženiring metod. V prispevku obravnavamo lastno ogrodje za izgradnjo specifičnih, organizacijam in projektom prilagojenih metod, skladno s principi discipline situacijskega inženiringa metod. Poudarek prispevka je na opredelitvi in opisu ključnih procesov, ki jih mora tovrstno ogrodje podpirati, pri čemer pa so razloženi tudi osnovni pojmi inženiringa metod.

Ključne besede: ogrodje za inženiring metod, inženiring metod, situacijski inženiring metod, razvoj programskih rešitev

Key processes of the method engineering component framework

Abstract

The development of complex software solutions is a challenging process, involving a large number of activities, people in various roles (analysts, designers, programmers, users, etc.), techniques and tools. For the successful implementation of a development project, it is crucial, that it's supported by an appropriate method and development process that connects all elements of the project into manageable, efficient whole. Not every method is appropriate for every type of project; the appropriate selection depends on the project circumstances (scope, type of software solutions, human and technological resources, time frame, etc.). Engineering discipline called method engineering is concerned with the design, construction and adaptation of methods, techniques and tools for developing software solutions. A branch of method engineering called situational method engineering deals with the development of specific - situational methods, which are adaptations of existing methods according to the characteristics of projects and the environment. In this paper we discuss a framework for building specific, organizations and project-specific methods, in accordance with the principles of situational method

engineering. The focus in this paper is to identify and describe key processes that such a framework must support, while also the basic concepts of engineering methods are explained.

Keywords: method engineering framework, method engineering, situational method engineering, application development



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E-Entrepreneurship: Modern Solutions and Tools

Abstract

Nowadays there has been an increasing focus across every economy sector on the processes, especially information and communication processes that are happening on the Internet in the electronic environment. This processes when it comes to entrepreneurship are generally referred to as E-Entrepreneurship or Electronic Entrepreneurship. E-Entrepreneurship can bring an economic value to the small and medium enterprise (SME) and become its competitive advantage. Namely, the constant development of technology in the electronic environment has a significant influence on possibilities for developing innovative business concepts and provides a platform for making contacts and establishing future cooperation between (potential) partners. Entrepreneurs are individuals who recognize and exploit opportunities made possible by different combinations and re-combinations of existing production factors and/or recognized changes in the market. Thus, entrepreneurship is the process of creating something new from an idea and assuming the risks and rewards that this idea can bring to the company and/or to the individual. In this paper we explore the adoption of E-Entrepreneurship in SME's that consists of creating something new; a new business activity, a new product or service that can

and will be sold or used only online. We found that E-Entrepreneurship has a positive impact if it is a part of company's strategy in addition to the everyday operation and that companies use different solutions and tools, but there are numerous advantages of E-Entrepreneurship. If a SME manages to recognise and implement E-Entrepreneurship concept, it can achieve not only local, but a global expansion.

Keywords: entrepreneurship, Internet, E-Entrepreneurship, SMEs, solutions and tools



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Embedded Systems Development Practices: Croatian Perspective

Abstract

Embedded systems are evolving in their use based on the increased trend of merging software with hardware appliances. Market for development of embedded systems is rapidly increasing and this is one of the possible new markets for software firms striving for new competitive advantage. However, cutting-edge technology and processes is a prerequisite in attaining level of productivity in software production that is enough for maintaining cost competency. Goal of the paper is to explore embedded systems development practices of Croatian firms and compare them with the practices of the firms from South Eastern European (SEE) countries. Survey was conducted using sample of SME software firms and information of embedded systems development practices has been analysed. Practices

of Croatian firms were compared with practices of other firms from SEE countries. Results of the survey revealed that Croatian firms involved in embedded systems development utilise cutting-edge technology and processes to the lower extent compared with their counterparts from SEE countries.

Keywords: embedded, systems, development, FP7, project



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Upravljanje z digitalnimi identitetami: primer Šolskega centra Slovenj Gradec

Povzetek

Zaradi vedno hitrejšega razvoja informacijske in omrežne tehnologije se organizacije, podjetja in izobraževalne ustanove soočajo s problemom množice identitet enega uporabnika pri uporabi različnih spletnih in mobilnih aplikacij. Problem poskuša reševati sistem za upravljanje z identitetami (angl. Identity Management). Kot primer dobre prakse na področju upravljanja z digitalnimi identitetami je predstavljen primer Šolskega centra Slovenj Gradec. Ta je vključen v Slovensko izobraževalno-raziskovalno federacijo ArnesAAI, ki omogoča enotno prijavo, varno obdelavo avtentikacijskih zahtevkov in varno preverjanje avtorizacijskih podatkov uporabnika. Znotraj ArnesAAI-ja je Šolski center Slovenj Gradec vzpostavil strežnik za spletno storitev ponudnika identitet (IdP), ki overi uporabnikovo digitalno identiteto, ko ta dostopa do AAI omogočenih spletnih storitev. Ko Šolski center dodeli digitalno identiteto (overi uporabnikovo digitalno identiteto) zaposlenemu, potem mu tudi celotna federacija dopušča prijavo v njihove storitve in verjame, da je to prava

oseba (»omrežje« zaupanja). V prispevku so predstavljeni tudi kratkoročni in dolgoročni cilji pri upravljanju z identitetami v Šolskem centru Slovenj Gradec.

Ključne besede: digitalna identiteta, upravljanje z digitalnimi identitetami, federacija, imeniška storitev, Arnes AAI, IdP, LDAP

Digital Identity Management: example on School centre Slovenj Gradec

Abstract

Due to the ever faster development in information and network technology, business organizations and educational institutions face the problem of their users needing multiple user accounts (identities) to log on to a variety of online and mobile applications. Identity Management Systems are trying to solve the problem of Identity Management. A good practice example of identity management is being introduced on the School centre of Slovenj Gradec. School Centre Slovenj Gradec is a member of ARNES AAI Federation (Academic and Research Network of Slovenia, Authentication and Authorization Infrastructure, which enables single sign-on processing of authentication requests and secure verification of their user login data. As a Identity Providing member inside this Federation service their web based IdP server allows users to login to AAI enabled services. After a employe is given access to a Digital Identity inside the school centres domain he receives access to all services that are part of Arnes AAI Federation through Service Providers. This paper presents the short and long term objectives for managing digital identities of School centre Slovenj Gradec.

Keywords: digital identity, managing digital identities, federation services, directory service, Arnes AAI, IdP, LDAP



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The importance of e-supply chain in Croatian furniture cluster

Abstract

The uprising of information technology, internet, social networks, and the emergence of e-business have transformed the way in which business processes are conducted in Croatian furniture cluster. The establishment of e-supply chain requires supply chain visibility which can only be achieved through integration of the singular information system of all the supply chain members. Implementation of unique information system improves collaborative working and enhances competitiveness in supply chain. In this paper we examine how the e-business is changing supply chain management in Croatian furniture cluster. Our work is classified into five categories: e-planning, e-replenishment, e-procurement, e-collaboration and e-logistics.

Keywords: supply chain management, e-business, furniture cluster, information system



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The impact of country development on efficiency of company's electronic business

Abstract

The electronic business is under dynamic growth not only in developed countries but in development and transition countries as well. A company in less developed countries and transition countries has much more obstacles in electronic business development and application, thus electronic business is less applied in them. The goal of this paper is to analyze relationship between country development and efficiency of company's electronic business. To confirm this relationship we will use Hi-square and Leven test. The efficiency of company electronic business will be independent variable, while country development will be considered as dependent variable. For this purpose European commission data and other sources will be used.

Keywords: electronic business, country development, hi-square test, Levene's test



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OpenERP – implementation and ergonomics

Abstract

Lots of proprietary software wars on the one side and the nature of the Open Source (OS) licenses on the other resulted with more and more success stories, when it is the word about OS Enterprise Resource Planning (ERP) system implementations. Business world finally has quality alternative to the proprietary software. OS business model, based on a contribution of large number of individuals and partners, definitely affects the framework quality and rapid growth of the platform capabilities. Focus of this paper is one of the most popular OS ERP systems of today - OpenERP. Popularity of OpenERP authors of this paper measure by Google AdWords service and Amplicate, social networking sites analyzer. Ohloh open source software monitoring service and OpenERP evaluation matrix are also used and commented when comparing OpenERP with other ERP systems. Through the questionnaire authors explore implementation preconditions, legislative that affects localization projects worldwide, as well as advantages and risks of using OS ERP in today's business. The research has been made on a dozen participants, Small and Medium Enterprises (SME) that are implementing OpenERP. Except the OS ERP business ecosystem and technical specifics, this paper also describes functional aspect of OpenERP, with emphasis on financial accounting processes. At the end, authors tried to identify module independency, connectivity capabilities, trends and further evolution of the ERP systems.

Keywords: open source (OS), enterprise resource planning (ERP), small and medium enterprises (SME), financial accounting, business workflows



Trendi kakovosti v izobraževanju in menedžment znanja

Quality trends in education and
knowledge management

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Knowledge Management in a learning culture: a view on management of knowledge from four directions

Abstract

It is important not only to create and to provide structures and strategies for the management of knowledge in organizations but also to fill them with life. A learning culture that enables self-organized learning must be established within the company so that employees can accomplish the ever-increasing flood of information. A learning culture always refers to cognitive, communicative and social abilities within the learning process. The focus is on technical and methodological necessary, social communication, personal and activity-oriented skills. In this paper a model for the management of knowledge that appeals to different levels of knowledge work is presented. It will be illustrated by using examples from the literature how the model can be applied in practice. It is assumed that the practical implementation of a meaningful knowledge management requires four key-components: "Knowledge Representation", "Knowledge Communication", "Knowledge Creation" and "Knowledge Use". This paper first presents the theoretical basis for the subject of knowledge management to then further discuss this according to their practical feasibility. Of course, it is one of the duties of an organization's management to define the objectives of knowledge management first and evaluate their achievement retrospectively. Finally we will see: The components of knowledge management in the "Munich-model" provide assistance for both, for the definition of objectives and for subsequent evaluation.

Keywords: knowledge management, lifelong learning, learning culture, competencies, self-organization



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Academic Mobility in the Western Balkans – Strategic or Rhetorical Commitment

Abstract

With the aim of encouraging mobility between higher education institutions in the Western Balkan countries and those in the European Union, the European Commission initiated a series of measures to increase the share of students primarily from the Western Balkans who spend at least one semester away from their home institutions, but also the share of young people from EU member states who come to Western Balkan countries. This led to more intensive cooperation within this segment of international and inter-institutional cooperation that had almost completely died down in the Western Balkans. Apart from that, the organisational structure of higher education institutions is considerably different not just between the groups of Western Balkans and the European Union, but within these groups themselves. By 2020, the European Commission aims to have 20% of all students acquiring an academic degree within the European Higher Education Area participate in mobility. The question is (1) whether it is possible to increase the share of students participating in mobility given the different approaches to organisational structure, and (2) whether there have been any improvements in terms of quality since 2008 when financial and structural incentives were introduced through the launch of the Erasmus Mundus II programme for Western Balkan countries. This paper will try to shed light on this segment and determine whether obstacles and advantages are common or whether there are differences between these two groups.

Keywords: mobility, European Higher Education Area, organisational structure, higher education institutions, Western Balkans, European Union



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Varnost v prometu, medij in tehnologija

Povzetek

Na prometno varnost vpliva prometna kultura, tehnika vožnje in generacijske razlike, ki se kažejo tako pri obvladovanju vožnje kot tudi upravljanju vozil. Prav pri slednjem dejavniku je v ospredju moč zaznati pomembne razlike glede agresivnosti posameznikov, kršenja prometnih predpisov ter vpliva medijev in tehnologije. Dejstvo, ki pomembno vpliva na pretočnost prometa, pa je tudi vse večji pojav množičnih prometnih nesreč, ki vplivajo na slehernega posameznika. O vseh omenjenih vsebinah pogosto zasledimo informacije v različnih medijih. V pričujočem prispevku poizkušamo prikazati metodologijo zbiranja podatkov za analizo faktorjev, ki po mnenju strokovnjakov vplivajo na varnost v prometu. Mednje sodijo nepredvidljive situacije, ki najpogosteje vplivajo na varnost v prometu, zanimali pa so nas tudi najpogostejši negativni vzorčni dejavniki značilnih reakcij voznikov. Raziskali smo tudi bistvene negativne odzive voznikov, ki vplivajo na varnost v prometu in povzročijo medijsko odmevnost. Iz zbranih kvalitativnih podatkov je razvidno, da se dandanes v slovenskem prostoru pojavlja potreba po ozaveščanju voznikov, pri tem pa še posebej pomemben vidik predstavlja ozaveščanje na področju kulture vožnje in upoštevanje zakonodaje. Poleg tega tudi ne gre spregledati vse večje potrebe posameznikov po sprostitvi ter pomena vzgoje in izobraževanja na področju prometne stroke, spodbujanja načela zaupanja ter drugih elementov varne vožnje. Povezovanje vseh omenjenih dejavnikov v celoto ter njihovo pojavljanje v medijih lahko označimo kot enega izmed možnih preventivnih ukrepov, ki bi v prihodnje lahko izboljšal varnost v prometu.

Ključne besede: promet, varnost, vozniki, defenzivna vožnja, strokovnost, preventiva

Traffic safety, media and technology

Abstract

Traffic safety is being influenced by traffic culture, driving technique and generational differences that are seen with driving mastery and vehicle management. The latter fact has important differences in forefront when it comes to individual's aggressive behaviour, traffic regulation violation and media impact. The important fact with an impact on traffic culture is a rising number of mass traffic accidents that influence every individual. Different media can inform an individual about things, written above. The case represents the data collection methodology for the analysis of factors that influence the opinion of experts on road safety, namely, unpredictable situations that most frequently affect the safety of the traffic, we were interested in were the most common adverse reactions specific factors model with the drivers. The main negative responses of drivers that have an impact on traffic safety and cause media publicity were also investigated. The collected qualitative data here in Slovenia show that nowadays there is a growing need of drivers' awakening whereas the most important area is the field of driving culture and legislation consideration. The individuals' growing need of being able to relax must be taken into consideration. The education in the area of traffic science, the stimulation of the principle of trust and other elements of safe driving are not to be overlooked. The connection among all of the mentioned factors and their appearance in media can be marked as one of the possible preventive actions that could be of a great help in future traffic safety.

Keywords: traffic, safety, drivers, defensive driving, professionalism, prevention



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Transferring Academic Knowledge to the World of Business

Abstract

Quality of instruction can be measured from different viewpoints and therefore in many different ways. One aspect of measuring is from the student's point of view: To what extent does knowledge transfer take place and can the newly acquired knowledge be applied in the world of the student, be it academic, private or business. In the case of learners in continuing education – who are already established in a working environment – ensuring such transfer and application of new knowledge can sometimes be challenging. This is especially true for modules like Mathematics & Statistics, which need to lay theoretical foundations. Statistics curricula in undergraduate business studies typically include concepts of descriptive statistics such as measures of central tendency and dispersion, types of distribution, probability theory, among others. Problems can occur when students learn how to use specialized statistical software during their studies, which they will often have not access to when they return to their place of work. Professional work-related statistics in the world of business are usually prepared without the use of statistical methods found in academic text books of statistics. For example, the absence of basic parameters like standard deviation in business statistics is the rule rather than the exception. Professional use of statistics can benefit from statistics at academic level, however. The transfer and application of such knowledge to the world of business can indeed take place when certain criteria are met, some of which are described in this paper. At the IfM (Institute for Management, Salzburg) quality control measures include the capture of student data related to the perceived applicability of the taught subject. These records provide empirical evidence of an increase in expected knowledge transfer following introduction of suitable measures in the undergraduate business studies module Mathematics & Statistics.

Keywords: quality, instruction, knowledge, transfer, application, mathematics, statistics



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Z vseživljenjskim izobraževanjem do novih znanj

Povzetek

Vsakdo se izobražuje, le da so pristopi in načini tega odvisni od narave dela, od potreb, zmožnosti in sposobnosti vsakega posameznika. Od primarne socializacije je odvisno, koliko v nadaljnje življenje prinesemo sposobnosti, znanja, ki ga nato ves čas nadgrajujemo in dopolnjujemo. Do novih znanj lahko posameznika popeljimo tudi s pomočjo Delorsovi štirih stebrov vzgoje in izobraževanja:

- Učiti se, da bi vedeli.
- Učiti se, da bi znali.
- Učiti se, da bi znali živeti v skupnosti in eden z drugim.
- Učiti se biti.

Izobražujemo se vse življenje. Glede na svoje sposobnosti, zmožnosti, podporo primarnega in sekundarnega okolja v soodvisnosti od finančnih zmožnosti, volje, elana in potreb za nadgradnjo lastnega znanja, kakor tudi potreb, ki se pojavljajo na delovnem mestu. Vseživljenjsko učenje ne pozna starostnih meja, ne panog, vedno je le stremljenje k nečemu novemu, drugačnemu. Z družbo, ki temelji na tem, lahko stremimo v lepšo in bolj kvalitetno prihodnost. Raziskavo bom izpeljal s pomočjo metode anketiranja ter statističnih obdelav zbranih podatkov. Izvedel jo bom med zaposlenimi vodstvenimi delavci v vzgoji in izobraževanju.

V raziskavi bo podana analiza naslednjih zastavljenih hipotez:

H1: Predpostavljam, da se veliko pedagoških in vodstvenih delavcev na področju vzgoje in izobraževanja nadaljnje izobražuje.

H2: Menim, da se za vseživljenjsko izobraževanje odloči več žensk kot moških na vodstvenih položajih.

H3: Predvidevam, da redke institucije financirajo nadaljnje izobraževanje svojim zaposlenim.

H4: Sklepam, da zaradi nadaljnjega izobraževanja »trpi« partnersko in družinsko življenje.

Ključne besede: komunikacija, poučevanje, znanje, vzgoja in izobraževanje, vseživljenjsko učenje

With lifelong learning to new knowledge

Abstract

Everyone is in education, but the approaches and methods of each individual depend on the nature of their work, needs, capabilities and abilities. The primary socialization has an influence on how much of skills and knowledge we bring into further life which we then continuously upgraded and updated. I will carried out a survey using the survey method and statistical processing of the data collected within the management staff from educational organizations. New knowledge to the individual can also be provided through Delors four pillars of education:

- *Learn to know.*
- *Learn to be able to know.*
- *Learn to know how to live in the community and among others.*
- *Learning to be.*

We educate ourselves all our live. Depending on our own skills, abilities, support off primary and secondary environmental interdependence, of financial ability, will, Elan and needs to upgrade its own knowledge, as well as those that occur in the workplace. Lifelong Learning knows no age limit, not industries, is still only an aspiration to something new, different. The society, based on Lifelong learning can provide a brighter future and better quality of life.

The study will be analyzing the following set of hypotheses:

- H1: I assume that many executives, working in the field of education use lifelong learning for themselves.*
- H2: I believe that for lifelong learning in management positions decides more women than men.*
- H3: I assume that not many education institutions enable lifelong learning to their employees.*
- H4: I conclude that lifelong learning has an influence on partner and family life.*

Keywords: communication, teaching, knowledge, education, lifelong learning



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Model prepoznavanja in razvoja ključnih in perspektivnih kadrov v podjetju

Povzetek

Trg dela je vse večji, ljudje so vse bolj usposobljeni in taki tudi vstopajo na trg dela. Naloga menedžmenta je, da se ukvarja s tem, kako v družbi znanja motivirati zaposlene, da bodo znanja in svoje sposobnosti pri delu tudi uporabili. Razvoj zaposlenih je ciljno usmerjen proces, ki na eni strani izhaja iz strategije podjetja in na drugi strani iz ciljev in možnosti, ki jih ima posameznik v zvezi z osebnim in strokovnim razvojem. Uvajanje strategije prepoznavanja ključnih in perspektivnih kadrov v podjetju se nanaša na vsa področja dela in vse nivoje zaposlenih, predvsem tiste, ki imajo večji vpliv na poslovanje in prinašajo podjetju večjo dodano vrednost ter konkurenčno prednost. Tej skupini zaposlenih je potrebno nameniti posebno pozornost, jim omogočiti ustrezen razvoj sposobnosti in ustrezen strokovni in osebnostni razvoj. Organizacije, ki omogočajo, da zaposleni izkoriščajo svoj delovni in strokovni potencial, si pridobivajo nova znanja in izkušnje, imajo velike možnosti uspešnega delovanja in razvoja ter ugleda. S pomočjo uporabljene metode kompilacije, na temelju opazovanja in lastnih izkušenj in že opredeljenih konceptov prepoznavanja ključnih in perspektivnih kadrov, smo pristopili k razvoju modela. Pri razvoju modela izhajamo iz Greenhouseve trditve, da mora organizacija identificirati talentirane posameznike in med njimi izbrati tiste, ki imajo največjo željo po uspehu. Model prepoznavanja in razvoja ključnih in perspektivnih kadrov temelji na vsebinah, ki so se izkazale v organizaciji kot pomanjkljive oziroma še niso bile razvite. Pri pripravi modela smo izhajali iz razvitosti kadrovske funkcije, dinamičnih procesov v organizaciji in izven nje, strukture zaposlenih in načina vodenja organizacije. Model vsebuje opredelitve kompetenc ključnih in perspektivnih kadrov. Opredelili smo deset osnovnih kompetenc, ki se v procesu identifikacije ključnega oziroma perspektivnega kadra točkujejo. Poleg osnovnih kompetenc smo opredelili

Trendi kakovosti v izobraževanju in menedžment znanja

tudi dodatne kompetence, ki se nanašajo na profil ključnega kadra (vodstveni, strokovni). Z vidika razvoja kariere zaposlenega smo oblikovali dve skupini profilov ključnih kadrov in sicer vodstveni in strokovni profil. V okviru strokovnega profila smo izdelali dva podprofila, komercialnega in podpornega. Model vsebuje kriterije po katerih se identificirajo ključni oziroma perspektivni kadri. Kriteriji so za vsako od skupin različni. V modelu so opredeljena orodja in metode za identifikacijo obravnavanih kadrov, katerih izbira je odvisna od profila obravnavanega zaposlenega. Natančno smo opredelili nosilce, postopke in aktivnosti v procesu identifikacije zaposlenega. Pomembna sestavina modela je področje upravljanja ključnih in perspektivnih kadrov, kjer smo natančno opredelili po tri hierhične ravni razvojnih poti ključnih in perspektivnih kadrov, v odvisnosti od profila identificiranega zaposlenega. Uporaba modela prepoznavanja in razvoja ključnih in perspektivnih kadrov bo pripomogla k poenotenju in k sistematičnemu pristopu pri procesih ravnanja z zaposlenimi v organizaciji.

Ključne besede: perspektivni kadri, ključni kadri, kompetence, vodstveni profil, strokovni profil

The model of recognizing and development key and perspective personnel in a company

Abstract

The labour market is daily expanding and people are getting more skilled and as such they enter the labour market. One of the management's tasks is to motivate the employees to use their competence at work. Employees's development is a targeted process, which originates one hand from the strategy of the company and, on the other hand, from goals and possibilities which an individual possesses. The imposition of strategy of recognizing essential and perspective personnel implies to all areas of work and to all levels of employees, mostly those, who have a greater influence on business and who bring to the company a greater added value and competitive advantage. Such groups of employees need more attention and it is necessary to enable them an adequate professional and personal development and growth. Companies, which deal with that, gain new knowledge and experience and have greater possibilities of successful

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performance. With the help of an applying method of compilation, on the ground of observation and our own experience, and characterised concepts of recognising key and perspective personnel we approached to the development of a model. We originated from Greenhouse allegation, that an organization should identify talented individuals and choose among those who have the greatest wish to succeed. The Model of recognizing and development key and perspective personnel is based on the contents which were insufficient or not developed . We resulted from the function development of human resources, dynamic processes, in and outside the organization, the structure of the employees and the manner of organization management. The model includes the definition of competence of key and perspective personnel. We defined ten basic competences, which are graded in the process of identification of key and perspective personnel. Besides the basic competences there were identified also some additional competences, which apply to the profile of the key stuff. From the perspective of the employee's career development we formed two groups of key personnel profiles – leaders and professional stuff. On the level of professional stuff two 'sub-profiles' were formed, commercial and supporting. The model has some criteria which identify key or perspective personnel. Criteria for each of the groups differ. The model defines the tools and methods for identification of discussed stuff and it differs from person to person. We identified precisely the holders, procedures and activities in the process of identification of each individual employee. An important component of the model is the field of key and perspective personnel, depending on the profile of an identified employee. The application of The Model of recognizing and development key and perspective personnel will help to unify and systematically approach treatment processes of employees in a company.

Keywords: perspective personnel, key personnel, competence, leaders stuff, professional stuff



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Zadovoljstvo študentov s študijem na izbrani fakulteti

Povzetek

Pomen merjenja zadovoljstva izhaja iz svojega odnosa do zvestobe kupca. Kot s storitvami na sploh, kjer sta zadovoljstvo in lojalnost tesno povezana in kjer je zadovoljstvo predhodnik lojalnosti (Dick in Basu, 1994), so v visokem šolstvu koncepti lojalnosti in zadovoljstva prav tako tesno povezani med seboj (Martensen et al., 2000; Alves in Raposo, 2004; Goncalves, 2004). Tako je zadovoljstvo predhodnik zvestobe študentov. Študent, ki je zadovoljen s prejeto storitvijo, lahko razvije različne odnose in vedenja, ki kažejo na zvestobo, med katerimi je pozitivno medosebno komuniciranje o izbrani fakulteti z drugimi potencialnimi kandidati (Brown, 1998; Guolla, 1999; Mavondo in Zaman, 2000; Tsarenko in Mavondo, 2001), študenti pa lahko pokažejo tudi namero vrnitve k sodelovanju v drugih tečajih, ki so ponujeni na isti univerzi (Patterson, 1997; Lervik in Johnson, 2003; Woodruff in Gardial, 1996, str. 245), ali v izobraževanje na višji ravni. Članek predstavi raziskavo, ki poskuša s kvantitativno metodo ugotoviti, kako študenti v šolskem prostoru ustvarjajo notranje dojemanje vrednosti in s tem povezanega zadovoljstva, posledično pa tudi ponakupnega vedenja. Zadovoljstvo, ki je definirano kot psihološko stanje za razumsko oceno o tem, kaj potrošnik (študent) da in kaj za to dobi (Howard in Sheth, 1969), izhaja iz vrednosti storitve (Cronin et al., 1997), ki je bistven kriterij za potrošnike in njihovo vedenje. Zadovoljstvo se pojavi, ko je prejeto, ki je rezultat menjalnega procesa, večje oziroma sorazmerno z danim, kar potrošnik vложи v menjalni proces. Rezultati raziskave kažejo, da zadovoljstvo študentov s študijem na izbrani fakulteti s tem pa vrednost storitev res bolj zajema determinante »prejeto« kot »dano«.

Ključne besede: zadovoljstvo študentov, primerjalni standard, prejeto, dano, dosežki

Student Satisfaction with Studies at Selected Faculties

Abstract

The significance of measuring satisfaction derives from its relationship to customer loyalty (Galloway, 1998). As at services in general, where satisfaction and loyalty are closely linked and where satisfaction is a precursor of loyalty (Dick and Basu, 1994), the concepts of loyalty and satisfaction are also closely interlinked in higher education (Martensen et al., 2000; Alves and Raposo, 2004; Goncalves et al., 2004). Thus,

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satisfaction is the precursor of students' loyalty. Whereas a student, who is satisfied with the received service, can develop various attitudes and behaviours indicating loyalty, which comprise positive interpersonal communication about the selected faculty with other potential candidates (Brown et al., 1998; Guolla, 1999; Mavondo and Zaman, 2000; Tsarenko and Mavondo, 2001), students might also show the intention to return to and cooperate in other courses offered at the same university (Patterson et al., 1997; Lervik and Johnson, 2003; Woodruff and Gardial, 1996, p. 245), or in education at a higher level. This paper presents a research that attempts to determine by a quantitative method how students in schools create internal perception of value and related satisfaction, and consequently also after-sales behaviour. Satisfaction, which is defined as a psychological condition for a rational assessment of what the consumer gives and receives (Howard and Sheth, 1969), derives from the value of service (Cronin et al., 1997), which is an essential criterion for consumers and their behaviour. Satisfaction occurs when the received – as a result of an exchange process – is greater than or proportional to the given, which is what the consumer invested into the exchange process. The research results show that student satisfaction with studies at selected faculties and thus the value of services actually involves the determinants "received" in a greater extent than the "given".

Keywords: student satisfaction, benchmark, received, given, achievements



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Students' interests and the future development of studies of Tourism

Abstract

The last fifty years have been the period of powerful development of geographical disciplines within social, physical and regional geography. Also, tourism distinguished itself slowly from geography. In the Department of geography, tourism and hotel management in Novi Sad, 20 years students have the possibility to study tourism. Within the studies of tourism there has been performed the essential and comprehensive penetration in the most important fields of tourism through the newest changes of subject matters of studies, which gave the studies interdisciplinary character. In respect to the process of Bologna, field and professional practical trainings have been provided during the whole studies. For needs of the work a poll was conducted among the students of tourism of the 2nd and 3rd year in order to determine their motifs for entering these studies and their expectations from the studies. At the end of the work future plans for the development of studies of tourism will be shown.

Keywords: tourism, studying, motifs, development, Novi Sad



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Role of self-efficacy in influencing entrepreneurial behavior at universities

Abstract

Entrepreneurial behavior has become a prerequisite of any economic development, and educational institutions are increasingly called upon to provide better educated enterprising individuals who will either act as entrepreneurs, or will be able to manage their careers and lives in an

entrepreneurial way. In order to define the impact that self-efficacy has on the development of entrepreneurial behavior, an empirical research by means of a questionnaire was carried out with a sample of 324 students of Josip Juraj Strossmayer University in Osijek. Apart from the descriptive, univariate statistics, a bivariate analysis was also used, as well as a multivariate data analysis. The results of the research show that self-efficacy presents an important factor in the development of entrepreneurial behavior. There is substantial evidence that students who perceive higher levels of self-efficacy, demonstrate higher propensity for entrepreneurial behavior and a higher probability of starting their own business. The research has also proven that university teaching does not significantly improve the perception of self-efficacy in students. According to the results of this research, firsthand experience has a more important role in that. The research suggests that in order to influence entrepreneurial behavior, it is necessary to consider ways of using the potential of firsthand experience for the development of entrepreneurial behavior through supplementing university courses with experiential methods such as communities of practice.

Keywords: self-efficacy, entrepreneurial behavior, teaching, competences, university



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Vpletanje vrednot in načel trajnostnega razvoja v prakso izobraževanja visoke strokovne šole

Povzetek

Vzgoja in izobraževanje za trajnostni razvoj imata v RS v zadnjem času na področju izobraževanja osrednje mesto. Organizacija Združenih narodov je obdobje med 2005 in 2014 razglasila za desetletje izobraževanja za trajnostni razvoj. Ta usmeritev pa je bila tudi sicer sprejeta v slovenskem krovnem dokumentu Smernice vzgoje in izobraževanja za trajnostni razvoj sprejetih leta 2007. Izobraževanje za trajnostni razvoj je vseživljenjski proces in znotraj tega ima pomembno mesto tudi visokošolsko izobraževanje. Kakšna naj bo »Trajnostna visoka šola«? Vsekakor takšna, da bo pri svojih študentih vzpodbujala zavestno odgovornost do sebe in okolja. Kako vrednote in načela trajnostnega razvoja vplesti v vsakdanjo prakso študijsko izobraževalnega procesa? Visoka šola lahko svojo usmeritev v trajnostni razvoj gradi na treh stebrih. Prvi steber so sorazmerno moderni in fleksibilni bolonjsko prenovljeni visokošolski kurikulumi, ki jih mora šola vse bolj usmeriti proti trajnosti. Drugi je visoka šola kot inštitucija, ki mora trajnostno delovati na vseh svojih področjih aktivnosti od odnosov, energije, papirja, ... pa do trajnostno usmerjene lastne potrošnje. Tretji steber pa je vpliv visoke šole na okolje in širšo skupnost sploh. V referatu bo podanih nekaj smernic kako naj pristopijo visoke šole k vpletanju vrednot in načel trajnostnega razvoja v svoj izobraževalni proces in tako vse bolj postajajo »Trajnostne visoke šole«. Visoke šole so v bolonjskem terciarnem sistemu prav prva raven izobraževanja in najti je potrebno njihovo pravo segmentno vlogo znotraj študentovega vseživljenjskega procesa.

Ključne besede: trajnostni razvoj, vseživljenjsko izobraževanje, visoka šola, visokošolski kurikuli, etika in morala

Integrating values and principles of sustainable development into higher- education practice

Abstract

Education for sustainable development has had a central role in education in recent time. The United Nations declared 2005–2014 the UN Decade of Education for Sustainable Development. This orientation was adopted in 2007, in Slovenian comprehensive document titled Guidelines for Education for Sustainable Development. What should a sustainable higher-

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education establishment be like? It should by all means encourage conscious responsibility for oneself and environment. In what way should values and principles of sustainable development be integrated in everyday practice of educational process? Higher-education establishment can build its sustainable development orientation on three pillars. The first pillar are relatively modern, flexible and sustainability-oriented higher-education curricula, renewed following the Bologna Process. The second pillar is a higher-education establishment as an institution which should be sustainable in all its activity areas including interpersonal relations, energy, paper ... and sustainability of one's own consumption. The third pillar is represented by the impact of a higher-education establishment on the environment and wider community. The article will provide some guidelines as to how higher-education establishments should address the issue of integrating values and principles of sustainable development into their educational processes and thus move closer to being »Sustainable higher-education establishments«. Higher-education establishments are the very first level of education in the tertiary Bologna system and their true segmental role should be found in the student's life-long learning process.

Keywords: sustainable development, life-long education, higher-education establishment, higher-education curricula, ethics and morality



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Motiviranost zaposlenih v javnem zdravstvenem zavodu

Povzetek

Zaposleni, ki so motivirani, so pripravljeni veliko prispevati k učinkovitosti in uspešnosti organizacije. Vedno pa se soočamo z nadpovprečnimi in podpovprečnimi prispevki zaposlenih. Motivacija je za zaposlene pomembna zaradi doseganja osebnih ciljev in ciljev njihove organizacije, pri čemer zaposleni stremijo k čim večjemu zadovoljevanju lastnih potreb, šele na drugem mestu se osredotočajo na potrebe organizacije. Maksimiranje skupnih potreb je možno le takrat, ko zaposleni delajo tisto, kar jih veseli in za kar imajo primerne kompetence. Posameznikovo prizadevanje pri opravljanju dela pa je bolj odvisno od moči in stalnosti motivacije kot od znanja in sposobnosti. Motivacija je pomembno orodje managementa, s katerim primarno uresničuje cilje – učinkovitost in uspešnost organizacije. Pojavlja se vprašanje, kako uporabiti motivacijo za doseganje optimalnega spleta motivacijskih dejavnikov in s tem zadovoljstva vseh deležnikov – strank, zaposlenih, vodstva, lastnikov, družbe? Za snovanje smotrne politike motiviranja je potrebno najprej ugotoviti, kje smo, kateri motivacijski dejavniki prevladujejo, za katere smo poiskali primerne vzvode, orodja, kateri so morda zapostavljeni, neizkoriščeni, torej kakšno je trenutno stanje. S tem se ukvarjamo tudi v naši raziskavi, ki temelji na uporabi Herzbergove motivacijske teorije in zajema naslednje dejavnike: uspešnost, odgovornost, priznanje, napredovanje, zanimivost in osebno rast. Zavedamo se, da je motivacija zahteven in prepleten dejavnik uspešnosti organizacije ter je neposredno in relativno togo povezan z vrednotami posameznikov, osebnimi prioritetami potreb, organizacijske in družbene kulture in drugimi trenutnimi in trajnejšimi vplivi. Zato je naše raziskovanje omejeno in bralec morda ne bo našel vseh odgovorov na zastavljena vprašanja. Kljub temu bo pridobil vpogled v standardizirano analitično orodje za raziskovanje motivacije in bo lahko na podlagi raziskave pridobljenih podatkov izvedel primerjalno analizo v njegovi organizaciji.

Ključne besede: motivacija, motiviranost, javni zavod, uspešnost, odgovornost, priznanje, napredovanje, zanimivost, osebna rast

Motivation of Employees in Public Health Institute

Abstract

Motivated employees are willing to contribute substantially to efficiency and success of the organization. Nevertheless, we are always facing below

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and above average handouts of employees. The motivation of employees is important for achieving their personal goals and objectives of their organization, where individuals strive to maximize the satisfaction of their own needs before focusing on the needs of the organization. Maximizing the collective needs is possible only when employees do what they love doing and for what they possess appropriate skills. The personal effort to perform the work will depend more on the continuity and degree of motivation than on the knowledge and competences of individual. Motivation is an important management tool, which primarily addresses the objectives - efficiency and success of the organization. The question that arises is how to use the motivation in order to achieve the optimal interlacement of motivational factors and therefore the satisfaction of all parties – customers, employees, management, shareholders, and society? For the design of rational motivation policy, it is necessary first to examine several aspects, such as where we are, which motivational factors are dominating, for which have we found appropriate levers, what the tools used are, which factors might have been neglected or unexploited, hence the current situation. This is also a subject of our study, which is based on Herzberg's motivation theory and includes the following factors: achievements, responsibility, recognition, advancement, work itself and personal growth. We are conscious that the motivation is challenging and convoluted factor influencing the performance of organization and is directly connected to individual's values, personal priorities, social and organizational culture and other actual or long lasting effects. Therefore, our research is somewhat limited, and the reader might not find all the answers to the questions. Nevertheless, the reader will be able to gain some insight into standardized analytical tools used for the survey of motivation and will be able to undertake a comparative analysis of its own organization on the basis of obtained data.

Keywords: motivation, being motivated, public institution, success, responsibility, recognition, progress, interest, personal growth



Turizem in izzivi trajnostnega razvoja

Tourism and challenges in sustainable
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Social responsibility and quality management systems

Abstract

In today's conditions of doing business, quality is a vital precondition to the survival and development of any enterprise. To achieve quality, it is necessary to fulfil or exceed customer expectations. This customer-oriented approach has helped to develop a new approach to management, known as Total Quality Management. TQM enables enterprises to ensure that their products/services are in line with customer expectations. In addition to taking into account the needs of customers, enterprises today must also take into account the needs of other stakeholders, and they must give special consideration to their relationship with society and to implementing socially responsible practices. Every socially responsible enterprise should seek to fulfil its economic interests, while respecting the social, economic and environmental interests of the community in which it operates. In achieving that, standards play a vital role, in particular, the SA 8000, AA 1000 and ISO 26000 standards. Corporate social responsibility can be measured and evaluated. Accordingly, this paper proposes the indicators that hotel enterprises could use to this purpose. The social aspect of business operations needs to be monitored to help improve the position of hotel enterprises in society and their relationship with society, and, in turn, to enhance social prosperity. The paper examines the way in which corporate social responsibility is measured and evaluated in the Croatian

economy, and it analyses the current situation concerning the use of socially responsible practices in large hotel enterprises.

Keywords: quality management systems, social responsibility, standards, EFQM excellence model, indicators, hotel enterprises



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Marketing management of camping tourism on the LGBTIQ market

Abstract

The purpose of this paper is to analyse the characteristics of LGBTIQ market as a segment of a new potential demand for Croatian naturist camping offer. This paper examines the characteristics of the LGBTIQ tourism in Croatia, which as a country is a potential camping and naturist destination for this market niche. Competitive marketing management of naturist and camping services as well the capability to accept LGBTIQ demand especially in naturist camping was examined through a content analysis of Croatian naturist camping websites. In addition, via a secret benchmarking, the sales policies towards LGBTIQ enquiries in naturist camps of Croatia were examined. From this research, we made conclusions about the areas of improvement of marketing management in camping tourism with regard to this niche market. By the method of interviews, opinions of representatives of international naturist associations as well as experiences of executive directors of naturist campsites in Croatia were collected. Derived from the above research, recommendations are made for the improvement of marketing management in naturist camps, which form one of the strongest competitive advantages of Croatian camping.

Keywords: LGBTIQ, naturism, marketing management, camping



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Municipalities contribution in sustainable development as a part of the philosophy for sustainable development: humanistic paradigm of existence

Abstract

Sustainable development is a way of thinking about how we organize our lives and work so that we protect our most precious resource - Planet, a way to promote economic growth, rational utilization of resources, and environmental protection for the benefit of the quality of life. As a life philosophy, it is a complex and long-lasting process aiming to satisfy our today's needs, not destroying resources of the future generation! Defined like this as a responsibility toward environment, future generations and intensity of satisfying the needs, it can be applied as a national policy with different aspects: economic, demographic, social, cultural, urban planning, infrastructure, etc. This stress that successful implementation of the policy is closely related to wider understanding of the sustainable development conceptual, efficient linking of the regional development policy with sector policies and ensuring sufficient institutional support. In this context,

municipality's participation requires going beyond consultation to enable citizens to become an integral part of the decision-making and action process. Municipality participation draws on the energy and enthusiasm that exists within communities to define what that municipality wants to do and how it wants to operate. Conclusively, municipalities are very important participants for physical and social resources management. Transitional period and growing competition make municipal representatives look for rational planning and municipality management instruments, which allow a better coordination of sustainable development processes in seeking high quality of municipality living environment. That's why sustainable development strategic planning becomes a challenge for the administration of local governments and leaders of local communities. These are only several key points that paper aims to point out, especially in the case of R. Serbia and its way of seeking and implementing best practices for sustainable development on local level.

Keywords: sustainable development, municipality participation, ethics of sustainable development



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Rural Tourism in the function of creating a Tourist Destination Brand

Abstract

The current Croatian tourist offer is mostly based on the „sun-sea-sand“ mass tourism. It has led to underdevelopment of Croatia in relation to

competitive tourist destinations, which sooner identified the needs of modern tourists. Fulfilling the needs of modern tourists, comparing one's tourist offer with that of the leading tourist destinations, and improving the offer in accordance with the best practice, enables creation of new development strategies, products and services in rural tourist destinations, which will provide competitive advantages and create a new rural tourism brand in Croatia as a destination of excellence.

Keywords: branding, rural tourism, development strategies, Croatia, tourist offer



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Športni dogodki in njihove posledice za trajnostni razvoj turizma

Povzetek

Športne prireditve imajo same po sebi velike možnosti za prispevek k trajnostnemu razvoju športa, ekonomije, kulture, okolja in družabnega življenja vendar pa navadno med organizacijo športnih prireditev in dogodkov ter trajnostnim razvojem zevajo velika nasprotja. Prispevek razjasnjuje pojme trajnostnega razvoja in športnega turizma, še posebej natančno pa je opredeljen prireditveni športni turizem. Skozi prispevek smo s pomočjo avtorjev in njihovih dosedanjih raziskav ugotavljali negativne in pozitivne posledice organizacije športnih prireditev ter njihov prispevek k trajnostnemu razvoju. V nadaljevanju smo podali nekaj iztočnic, ki so pomembne tako za načrtovalce, organizatorje in investitorje, ter tudi samo lokalno prebivalstvo za dobro organizacijo trajnostno naravnanih športnih prireditev, ki bodo odmevale še daleč v prihodnost.

Ključne besede: športni turizem, športne prireditve, trajnostni razvoj

Sport events and their implications for sustainable tourism development

Abstract

Sports events are inherently high potential for contributing to sustainable development, sports, economy, culture, environment and social life but usually between the organization of sporting events and developments, and sustainable development are great contradictions. Article should clarify the sustainable concept and development of sports tourism, especially precise and defined is event sport tourism. Through the contribution we are using the authors and their research so far observed negative and positive consequences of the organization of sporting events and their contribution to sustainable development. Below we give some cues that are important to both the planners, organizers and investors, and also for the local people for the good organization of sustainable sporting events that will reverberate far into the future.

Keywords: sport tourism, sport events, sustainable development



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Pomen okoljevarstvene politike in izdatkov namenjenih za varovanje okolja za turizem

Povzetek

Najpomembnejši dejavnik pri razvoju turizma so naravne danosti, ki jih je potrebno v ta namen zaščititi, kar pa je naloga državne politike in lokalnih oblasti s trajnostnim načrtovanjem in strateškim planiranjem. V prispevku smo najprej razjasnili temeljne pojme in prikazali kako pomembna je vladna politika za turizem in ohranjanje narave ter trajnostni razvoj. V nadaljevanju smo izvedli manjšo raziskavo, ki pa je dala presenetljive rezultate na katere

pa imajo lahko vpliv tudi drugi dejavniki, ki so omenjeni v prispevku. Namen raziskave je da definira kako izdatki namenjeni za varovanje okolja s strani javnega sektorja in industrije vplivajo na turistične prihode v določeno državo. Rezultati kažejo na to, da izdatki s strani industrije namenjeni za varovanje okolja negativno vplivajo na turistične prihode, kar je presenetljivo. Za konec smo na kratko ocenili še Strategijo slovenskega turizma med leti 2012 in 2016, ki je po naši oceni pripravljena dobro in v skladu s trajnostnim razvojem.

Ključne besede: trajnostni razvoj, turizem, varovanje okolja, okoljevarstvene politike

The importance of environmental policies and expenditures intended to protect the environment for tourism

Abstract

The most important factor in the development of tourism are natural features that should be protected for this purpose, which is a matter of state policy and local authorities in sustainable planning and strategic planning. In this paper, we first clarify the basic concepts and show how important government policies for tourism and nature conservation and sustainable development. In addition, we carried out a small survey, which gave surprising results which may have impact other factors mentioned in the article. The purpose of the research is to determine how they affect spending designed to protect the environment by industry and public finances in the number of tourist arrivals to the country. The research results show that expenditure designed to protect the environment by industry negatively affect the number of tourist arrivals, which is surprising. To conclude, we briefly evaluated in Slovenian tourism strategy between 2012 and 2016, which in our opinion, is well prepared and in accordance with sustainable development.

Keywords: sustainable development, tourism, environmental protection, environmental policy



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Gostoljubnost v turizmu?!

Povzetek

Turizem je posebna oblika človekovega vedenja – nakup turističnega proizvoda ni primerljiv z nakupom večine drugih izdelkov. Kupec v proizvod ne vloži zgolj denarja, ampak tudi svoj prosti čas. Odločitve, ki vplivajo na nakup, so pogojene s številnimi dejavniki, te pa je težje meriti, ker se še posebej izrazito nanašajo na posameznikova osebna mnenja, vrednote in izkušnje. Gostoljubnost je tisti del vedenja vsakega posameznika zaposlenega v turizmu, ki da gostu občutek, da je zaželen. Zakaj je ta občutek tako pomemben? Odgovorov bi bilo lahko veliko. Zato, ker gostoljubnost prinaša nasmeh in ga tudi rodi. Zato, ker se gost vrne, in zato, ker se vrača tja, kjer se počuti kot doma, kjer ima občutek, da je zaželen. Malce bolj ekonomski odgovor bi bil, da je gostoljubnost dober kazalec konkurenčnosti v turizmu. V besedi gostoljubnost se skriva ljubezen do gostov, beseda ki je danes v turizmu velikokrat pozabljena in postavljena na rob dogajanja. To ni le gesta človečnosti, ampak eden od vidikov ljubezni. Morda jo velikokrat napačno razumemo. Tako pomembno se nam zdi, kaj in kako bomo postregli, da na koncu zmanjka časa za bistveno, da bi se posvetili gostom, si vzeli čas zanje in jim izkazali ljubezen. Gostoljubnost je vrednota, ki je v današnji moderni urbani, individualistični in anonimni družbi, skorajda izginila. Dobra gostoljubnost je nekaj, kar si veliko ljudi želi, le malo ljudi pa ve, kako to izpolniti. Gostoljubnost oz. negostoljubnost je odraz dobro oz. slabo opravljene storitve. Kakovostna storitev v gostinstvu, hotelirstvu in turizmu je povezana z razumevanjem gostovih potreb, želja in pričakovanj. Ni dobre storitve brez gostoljubnosti in ni mogoče biti gostoljuben, če je tisto, kar ponujaš slabo. Gostoljubje je lastnost, ki predstavlja najširši okvir nekega delovanja je tudi del promocije določenega kraja in države, hotela, gostilne in drugih. V referatu so prikazani rezultati raziskave, ki so bili narejene med domačimi in tujimi gosti v hotelu XY v Rogaški Slatini.

Ključne besede: gostoljubnost, turizem, kakovost, nasmeh

Hospitality in Tourism?!

Abstract

Tourism is a special form of human behavior - the purchase of the tourist product is not comparable to buying most other products. The buyer of the product not only raises money but also their free time. Decisions that affect the purchase are conditioned by numerous factors that are harder to measure, especially since the highly related to one's personal opinions, values and experiences. Hospitality is part of each individual employee behavior in tourism, to guests who feel that it is desirable. Why is this feeling so important? Responses would be great. Because it brings a smile and hospitality. Because the guest returns, and because it returns to where it feels like at home, where he has a sense of being desirable. A bit more economic answer would be that the hospitality is a good indicator of competitiveness in tourism. The word hospitality includes a love to your guests, the word is now in the tourism industry often forgotten and left behind the action. This is not just a gesture of humanity, but one aspect of love. Perhaps it is often misunderstand. It's so important that we find out what and how we can serve it in the end run out of time as substantial, in order to concentrate the guests took time for them and loved them. Hospitality is a value that is in today's modern urban, individualistic and anonymous society, virtually disappeared. Good hospitality is something that many people would like very few people know how to fulfill them. Hospitality or Inhospitality is a reflection of good or. poor services. Quality Service in Hospitality and Tourism is linked to the understanding of guests needs, desires and expectations. Not without good service and hospitality can not be cordial, if what you offer is poor. Hospitality is a property that represents a broad framework of an operation is also part of the promotion of a specific place and country, hotels, restaurants and others. The paper will show the results of studies that have been made between domestic and foreign guests in the hotel XY in Rogaška Slatina.

Keywords: hospitality, tourism, quality, smile



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Razvoj turistične ponudbe v okviru trajnostnega razvoja podeželja v Občini Lendava

Povzetek

V prispevku smo proučili turistično ponudbo destinacije Občine Lendava s poudarkom na njenem podeželskem delu. Predstavili smo smernice za razvoj turistične ponudbe v okviru trajnostnega razvoja podeželja na primeru naselja Petišovci. V prispevku predlagamo podeželske turistične domačije, ki zagotavljajo individualnost in stik z naravo ter avtentičnost ob pestri in izvirni dodatni ponudbi in doživljanju atraktivnosti pokrajine. Na podlagi rezultatov in analize empirične raziskave smo proučevali možnosti za nov integralni turistični proizvod. Predlog novega integralnega turističnega proizvoda temelji na turističnih počitniških domačijah kot privlačnih individualnih oblikah turističnih nastanitev na podeželju. Za obogatitev te osnovne ponudbe navajamo tudi predloge za raznolike dodatne programe. S prispevkom smo želeli prispevati k razvoju in privlačnosti Občine Lendava kot turistične destinacije, ki bo z zanimivo ponudbo in turističnimi proizvodi privabljala tako domače kot tuje goste skozi vse leto.

Ključne besede: turistična ponudba, trajnostni razvoj podeželja, integralni turistični proizvod, počitniške domačije, Občina Lendava

Development of tourist offer within the sustainable development of the countryside in the Municipality of Lendava

Abstract

In this article we researched the tourist destination offer of the Municipality of Lendava with the emphasis on its provincial part. We presented the guidelines for the development of the tourist offer within the sustainable development of the countryside on the case of the settlement Petišovci. In this article we propose provincial tourist homesteads that provide individuality and contact with nature as well as authenticity at a wide and original additional choice and experiencing the attractiveness of the region. On the basis of the results and the analysis of the empiric research we studied the possibilities for a new integral tourist product. The proposal of the new integral tourist product is based on tourist holiday homesteads as attractive individual forms of tourist accommodation in the countryside. To enrich this basic offer we also list proposals for diverse additional programs. With this article we wanted to contribute to the development and attractiveness of the Municipality of Lendava as a tourist destination that will invite local as well as foreign guests with an interesting offer and tourist products through the whole year.

Keywords: tourist offer, sustainable development of the countryside, integral tourist product, holiday homesteads, Municipality of Lendava



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Kulinarično izročilo kartuzijanov kot motiv za obisk destinacije

Povzetek

Pomen in vloga kulinaričnega izročila pri oblikovanju novih turističnih produktov je vedno večja. Tako kot v vsakdanjem življenju se tudi v turistični potrošnji spreminjajo prehranjevalne navade turistov. Ponudniki, ki znajo prepoznati sodobne trende prehranjevanja in v sodobni preobledi ponuditi kulinarično ljudsko izročilo svojih prednikov, imajo nedvomne konkurenčne prednosti. Jurklošter je skrivnosten kraj, ki se ponaša z bogato kulturno dediščino, edinstveno ljubezensko zgodbo in neokrnjeno naravo. Nekdaj je bil kraj znan širom cele Evrope zaradi ene izmed najstarejših srednjeevropskih kartuzij nastalih na slovenskih tleh. Kartuzijani so s svojim prihodom v ta prostor vnesli svoje navade ter svoja stroga pravila prehranjevanja. Življenje kartuzijanskih menihov je združitev cenobitičnega in eremitičnega načina življenja, kar se kaže tudi v njihovi kulinariki. Vsak menih je razpolagal s svojo celico, delavnico in vrtom, na katerem so za svoje potrebe sami pridelovali zelenjavo. Njihova kulinarika je temeljila na sezonski zelenjavi in ribah iz njihovih ribnikov, vendar so njihovi kuharski mojstri znali pripraviti tudi zelo raznovrstne jedi ob praznikih in predvsem takrat, ko so dobili obiske. S pomočjo spletne raziskave sem ugotavljala, v kolikšni meri predstavlja kulinarika motiv za obisk destinacije in ali je samostanska kulinarika zanimiva za sodobnega turista. Vsekakor me je tudi zanimalo v kolikšnem obsegu je smiselno razvijati turistično ponudbo na podlagi kulinaričnega izročila kartuzijanov. Članek vključuje tudi primerjavo med sodobnimi trendi prehranjevanja in posebnostmi samostanske kuhinje ter mnenje kuharskega mojstra današnjega časa o uporabnosti kulinaričnega izročila kartuzijanov v praksi.

Ključne besede: destinacija, sodobni trendi prehranjevanja, kulinarično izročilo, kartuzijani

Culinary heritage of the carthusians an a motive for visiting destination

Abstract

The importance and role of the culinary heritage is increasing in the creation of new tourist products. Just as in everyday life, even in the tourist consumption, are eating habits of tourists changing. Providers, who are able to recognize the contemporary trends in eating and in modern arrangements offer culinary folk heritage of their ancestors, have unquestionable competitive advantages. Jurklošter is a mysterious place

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which boasts a rich cultural heritage, a unique love story and intact nature. In the old days, it was known throughout the whole Europe due to one of the oldest Central European monastery of Carthusian monks originating on Slovenian land. Carthusians brought their habits and their strict rules of eating with their arrival in this place. The life of Carthusian monks is a combination of cenobitic and eremitic lifestyle, which also reflects in their culinary specialties. Each monk had his own chamber, a workshop and a garden where he produced vegetables for his own needs. Their cuisine based on seasonal vegetables and fish from their ponds, but their chefs also knew how to prepare diverse dishes on holidays, especially when they got visits. With the help of online research, I examined in which extent cuisine represents a motive for visiting the destination and if the monastery cuisine is interesting for the modern tourist. I was definitely interested in which extent is reasonable to develop tourism on the basis of the culinary heritage Carthusians. The article also includes a comparison between the modern trends in nutrition and the particularities of the monastic cuisine and also opinions of modern time chef on the applicability of culinary heritage of Carthusian monks in practice.

Keywords: destination, modern food trends, culinary heritage, Carthusians



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Key principles in development of sustainable rural tourism – case study of Vojvodina

Abstract

Rural tourism has become reality and need for most of the tourists, and at the same time it has become the bearer of the economic development in many regions. It implies that rural tourism, if developed according the plans, can increase the living standard of population. Rural tourism is an important segment of European tourism. Having in mind distinct economical and other functions of tourism, and also various high value potentials, the possibility and appropriate significance have been given to the development of this kind of tourism by Area plan of Republic of Serbia and its economical politics. Besides that, with the Strategy of the development of tourism in Serbia selective approach has been determined, and by doing that rural tourism has been treated. Vojvodina is region in north of Serbia, recognizable by its significant possibilities for development of various types of tourism: rural tourism, spa tourism, eco-tourism, cultural tourism. Vojvodina with its natural and social resources qualifies for a position within the developed rural tourism regions. There are villages, farmhouses (salas), ethno houses and events in Vojvodina that could offer authentic experience. However, rural tourism product in Vojvodina has not been holding an appropriate position at the market. Certain measures have to be taken in order to exploit the advantages and potentials and at the same time overcome disadvantages and restrictions of rural tourism in Vojvodina. The subject of the research for this paper is the analysis condition and perspectives of rural tourism of Vojvodina. The goal of this paper is to give the key principles of strategies for development rural tourism destinations, on example of Vojvodina.

Keywords: Vojvodina, sustainability, rural tourism, development, principles



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Possibilities of Geographic Information System (GIS) Implementation in coastal area management – the case of Croatia

Abstract

The paper discusses the Geographic Information System (GIS) and its importance in managing the coastal area. Geographic information system is a complex database which starting point is in gathering and selecting information about a particular field, linking them and displays the appropriate map. Development of GIS technology, apart from the effectiveness of traditional spatial analysis, opens up new possibilities of use and analysis of spatial data and so allows better planning and management. The authors explore the possibilities of applying GIS in coastal area management and determine the reached level of its implementation in the decision-making system. There are certain visible results in the use of geographic information systems (GIS) in coastal planning and management in Croatia. Most municipalities, as well as state enterprises that manage infrastructure, today have a digital database. The problem is the integration of these databases in a common information system. The purpose of this paper is to determine the benefits of implementing the GIS in the decision making system. The aim is to determine the relationship between timely and complete information and decision-making process, especially in the management of coastal resources.

Keywords: GIS, coastal area management, decision-making



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Viri investiranja osnovnih sredstev v slovenskih naravnih zdraviliščih

Povzetek

Investiranje slovenskih poslovnih subjektov ima pomembno vlogo pri izhodu slovenskega gospodarstva iz recesije. To bo še posebej pomembno za slovenska naravna zdravilišča, saj zaradi polne uveljavitve evropskega Zakona o pravicah pacientov na področju čezmejnega zdravstvenega varstva naslednje leto, lahko pričakujejo prihod evropskih pacientov napotenih s strani evropskih zdravstvenih zavarovalnic. Zdravilišča bodo morala pravočasno analizirati in načrtovati investicije, saj bodo lahko le tako zagotovile ustrezno obravnavo tujih pacientov. V prispevku so predstavljene specifike naravnih zdravilišč v primerjavi z nezdraviliškimi poslovnimi subjekti enake velikosti, srednjimi in velikimi podjetji, na področju virov investiranja in razlogov za menjavo starih osnovnih sredstev. Rezultati raziskave so pokazali, da so glavni viri investiranja zdravilišč bila sredstva Evropske unije, za razliko od podjetij, kjer prevladuje financiranje investicij s pomočjo amortizacije in dobička. Poleg tega je najpomembnejši razlog za zamenjavo starih osnovnih sredstev z novimi v zdraviliščih visok strošek vzdrževanja, pri podjetjih pa tehnična zastarelost osnovnega sredstva.

Ključne besede: investicije, viri financiranja, osnovna sredstva, zdravilišča, podjetja, poslovni subjekti

Sources of investment for fixed assets in Slovenian natural health resorts

Abstract

Investing in Slovenian business entities has an important role for the Slovenian economy to overcome the recession. This will be especially important for Slovenian natural health resorts since they can expect the arrival of European guests referred by European health insurance companies due to the full enforcement of the European Act on the application of patients' rights in cross-border healthcare in the following year. Natural health resorts will have to analyse and plan the investments in time since they can only in this manner provide appropriate treatment for the foreign patients. The article presents the specifics of natural health resorts in comparison to business entities of the same size, medium-sized and large enterprises not engaged in health resort activities, in the field of investment resources and the reasons for changing the existing fixed assets. The results of the research have shown that the main sources for investment in health resorts have been funds from the European Union, unlike companies financing investments primarily through depreciation and profit. Furthermore, the most important reason for the replacement of old fixed assets with new ones in health resorts has been the high cost of maintenance, and in companies the technical obsolescence of fixed assets.

Keywords: investments, financing sources, fixed assets, health resorts, companies, business entities



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Triglavski narodni park 2022 – Pogledi mladih na trajnostni razvoj turizma v parku

Povzetek

Ohranjanje poselitve in pospeševanje trajnostnega razvoja v Triglavskem narodnem parku sta dva izmed strateških ciljev parka. Trajnostni razvoj turizma v parku pomeni največjo razvojno priložnost. Nosilci razvoja so mladi prebivalci parka. Izvedli smo raziskavo o razvojnih pogledih mladih na trajnostni razvoj v naslednjem desetletnem obdobju. Anketirali smo 53 mladih prebivalcev, kar pomeni 12% vse mlade populacije parka v starosti od 19–35 let, ki živijo v 16 naseljih v parku. Analiza rezultatov nam je pokazala poglede mladih na razvoj turizma v parku in njihova pričakovanja v zvezi z delom in življenjem v parku. Velika večina mladih (73%) si želi, da bi v parku ostali, tam delali in živeli. Od turizma v parku namerava živeti 28,6% mladih. Več kot polovica anketirancev (53,3%) je prepričana, da nudi turizem največje možnosti za zaposlovanje v parku. Ko dodamo še možnosti zaposlovanja v kmetijstvu (22,2%), ki v okviru dopolnilnih dejavnosti tudi razvija turizem, lahko ugotovimo, da je turizem daleč najpomembnejša dejavnost za trajnostni razvoj v Triglavskem narodnem parku. Na podlagi rezultatov raziskave smo pridobili informacije, ki omogočajo kakovostnejšo pripravo Načrta upravljanja Triglavskega narodnega parka 2022, ki vsebuje ukrepe za učinkovit trajnostni razvoj v parku, posebej tudi za razvoj turizma.

Ključne besede: Triglavski narodni park, trajnostni razvoj, turizem, mladi, razvojni pogledi mladih

Triglav national park 2022 – Views of young people on sustainable development of tourism in the park

Abstract

Sustainable development and protection of settlement are two main strategic aims of Triglav national park. Sustainable development of tourism is the main opportunity for development of Triglav national park. Main actors of development are young people. We have realized the research on views of young people on sustainable development in the next ten years period. Research included 53 young people, (12% of whole young population between 18 and 35 years), which are living in 16 villages in the park. Results of analyses reveals the views and expectations of young people on living and working in the park. Majority of young people (73%)

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plan to live and work in the park also in the future. Living on tourism looks the opportunity for 28% of young people, participating in research. More than half (53,3) believe, that tourism is the main opportunity for employment in the parc. Including agriculture, where tourism is complementary activity, we can say that tourism is the most important for sustainable development in Triglav national park. Results of research will be used in the Management plan of Triglav national park 2022, with measures for efficient sustainable development, especially for sustainable development of tourism.

Keywords: Triglav national park, sustainable development, tourism, young people



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The role of eco-rural tourism in community and rural development in Montenegro

Abstract

Rural tourism as a sustainable, multi-functional activity based on local resources and related traditional agriculture, culture and natural resources, is recommended for rural areas because of its multiple uses, and it is proved by numerous positive experiences of European countries. On the other hand, there are many rural areas in Montenegro, which are exposed to continuous processes of depopulation, economic decline and complete marginalization due to the intense process of industrialization, urbanization and electrification. The village is declining, and takes away the authentic way of life and overall culture of the village, because people as carriers and transmitters of such values are leaving. Further depopulation, with the introduction of new non-agricultural activities and re-routing of mass tourism, cause the rural areas to squeeze traditional farming and rural life. Especially interesting are the areas where poor production, smaller

quantities and maintaining the traditional way of life are carried out because they are so attractive to tourists from industrialized and suburban areas that have lost the key features of recognition as a rural area. The above is especially important for Montenegro and its rural areas of exceptional natural beauty and rich culture and tradition. In sense of eco-rural tourism, the future of rural areas in Montenegro and their development will be determined by three main factors. First, the support of government and other international and/or national bodies/organizations, which main aim is to keep and attract, especially, young and educated people in rural areas by ensuring adequate living conditions (e.g. infrastructure development, social services development, protection and preservation of cultural and natural heritage etc). Second, development of new and diversification of present tourism offers in rural areas, based on market research and needs and wishes of modern tourists, and their better connection with other sectors of tourism industry in the country. Third, improvement of government policy in area of entrepreneurship and starting-up of new businesses in rural areas, based on previously mentioned factors of success.

Keywords: eco-rural tourism, Montenegro, rural development, entrepreneurship, community



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Zaznavanje vplivov igralniškega turizma pri domačinih

Povzetek

Raziskovanju zaznavanja domačinov o turizmu in njihovega odnosa do razvoja turizma posvečajo v raziskavah v turizmu vse večjo pozornost. V prispevku je prikazana analiza zaznavanja domačinov o pozitivnih in negativnih učinkih igralniškega turizma. Avtorji ugotavljajo nekatere razlike v zaznavi med dvema skupinama anketirancev, to je domačinov, zaposlenih v turistični dejavnosti in drugih domačinov. Raziskava lahko prispeva koristne informacije načrtovalcem v turizmu glede specifičnih pozitivnih in negativnih učinkov turizma v kraju nasploh, posebej pa še igralniškega turizma.

Ključne besede: lokalna skupnost in turizem, načrtovanje turizma, igralniški turizem, ekonomski in socio-kulturni učinki turizma, zaznave domačinov o učinkih turizma

Host perception of impacts of casino gambling tourism

Abstract

Analysing tourism perceptions of host communities and residents' attitudes towards tourism development has been gaining increasing attention in the tourism research. The paper examines how residents perceive positive and negative economic and socio-cultural impacts of casino gambling tourism. The authors identify several differences between two groups of respondents: residents employed in tourism and other residents. The study provides tourism planners with useful information concerning specific elements associated with residents' positive and negative perception of the impact of tourism overall and within the casino gambling tourism.

Keywords: host community and tourism, casino gambling tourism, economic and socio-cultural impacts of tourism, residents' perceptions of tourism impacts



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Organizacijska kultura in trajnostni razvoj poslovnega sistema v turizmu

Povzetek

Članek obravnava odnos lokalnih prebivalcev do razvoja turizma v njihovem kraju. Raziskava je bila opravljena na terenu v kraju, kjer še ni razvita turistična dejavnost in v kraju, kjer turistična dejavnost deluje že vrsto let. Prikazane so razlike in kontradiktornosti sociokulturnih dejavnikov v posameznem kraju. Na primeru dobre prakse dobimo vpogled, kako si poslovni sistem v turizmu lahko v praksi z razvojem ustrezne organizacijske kulture zagotovi trajnostni razvoj.

Ključne besede: organizacijska kultura, poslovni sistem v turizmu, sociokulturni odnosi, krajani, trajnostni razvoj, sožitje, zadovoljstvo gostov

Organizational culture and business system's sustainable development in tourism

Abstract

The article deals with the attitude of the local residents towards the tourism development in their local area. The research has been carried out in two places, one with no developed tourist activity and the other where tourism activity has been going on for years. The differences and contradictory

issues of socio-cultural factors have been identified and hereby shown. A case study of good practice where we get the insight of how a business system in tourism can secure by the development of adequate organisational culture a development constancy.

Keywords: oganisational culture, business system in tourism, socio-cultural relations, local residents, development constancy, coexistence, customers' satisfaction



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Improving quality management of small enterprises in rural tourism

Abstract

Through full understanding and use of quality concepts and tools, small size enterprises and businesses which provide services can survive in the dynamic and turbulent environment where they operate and can thrive on the long term. Therefore, to sustain their competitiveness, they are required to achieve effective quality management. The literature and practice dedicated to services quality are still lacking, while various services industries are still searching for the best models, techniques and tools that can ensure their success. Considering these aspects, the research conducted through the paper has combined two of the quality management models – GAPS model and SERVQUAL - designing and developing a new model. The authors suggest that this model is particularly effective for small enterprises and businesses in rural tourism. In this respect, the model is adapted to the needs of small enterprises and businesses in rural tourism in order to fully satisfy customers.

Keywords: small enterprises and businesses, rural tourism, improvement, service, quality models



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Empirical analysis of socio-demographic characteristics and satisfaction of tourists in Montenegro

Abstract

Montenegro as tourist destination is committed to providing a high quality experience for the tourists while carefully managing the use of a rare natural resource. In order to achieve the strategic objectives in sustainable tourism development in the future, the main focus should be given to the analysis of the main determinants of tourist satisfaction. Using a database that provides information on tourist travel behaviour and satisfaction during her/his stay in Montenegro, we have conducted empirical analysis to understand if the socio-demographic characteristics are associated with the

Tourism and challenges in sustainable development

level of tourist's satisfaction. The effect of socio-demographic characteristics is measured through 5 dimensions: gender, age, country of residence, occupation and wage. Using multinomial logit model we analyze above mentioned socio-demographic characteristics and their influence on the level of tourist's satisfaction in Montenegro. The originality of our contribution is twofold. Firstly, we examine the relationship between tourist's satisfaction and socio-demographic characteristics. Moreover, we will determinate the effect by looking which of socio-demographic characteristics improve the level of tourist's satisfaction in Montenegro. Finally, we will use original database from Montenegro made by Ministry of Tourism. The data is extracted from the Montenegrin survey called Guest Survey 2010. The creation of the database is financed and organized by the Ministry of Tourism of Montenegro, the National Tourism Organisation of Montenegro and the German Organization for Technical Cooperation (GTZ). The main objective of the survey is to obtain representative view regarding tourist travel behaviour and satisfaction during their stay in Montenegro. The survey was conducted in 21 municipalities in Montenegro, from July to the end of September 2010. The number of tourists who have answered the questionnaire is 1 442. The majority of tourists were located in the south of the country (76.8%), then from the central part (16.9%) and 6.2% of tourists who have answered the questionnaire were from the north part of Montenegro. After deleting observations that do not provide all necessary information for this research, we work with a sample of 1 244 tourists. We find that level of wage is positively and significantly correlated with the tourist's satisfaction. Also, tourist from Europe and Ex Soviet Union are very satisfied with their stay in Montenegro. On the other side, we find that number of nights and number of vacations have significant effect but with negative sign, what induces that tourists who stay longer in Montenegro and travel more during the year are not satisfied with their stay in Montenegro. However, tourists who already have traveled to Montenegro express high satisfaction with their stay.

Keywords: Montenegro, socio-demographic characteristics, tourist, satisfaction, empirical analysis



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Menedžment kakovosti v velneških centrih

Povzetek

Velnes se je v zadnjem obdobju razširil tudi na slovenskem prostoru. Globalizacija je prinesla na naš trg tudi to obliko turizma. Slovenski odjemalci turističnih proizvodov in storitev (v nadaljevanju gostje), postajajo vedno bolj izobraženi in informirani o ponudbi velneških proizvodov in storitev. Njihove zahteve se večajo, porajajo se nove potrebe in želje. Nekateri dejavniki, ki so prej veljali za dodano vrednost ali presenečenje, so danes postali samoumevni in pričakovani. Temu trendu razvoja miselnosti gostov morajo slediti tudi ponudniki, velneški centri, če želijo še naprej imeti zadovoljne goste in s tem biti tudi sami zadovoljni s poslovnimi rezultati. Namen referata je proučiti dejavnike kakovosti v velneškem turizmu. V referatu predstavljamo analizo kakovosti v velneškem turizmu na priložnostnem vzorcu 300 anketirancev. Podatke za raziskavo smo pridobili s pomočjo spletnega anketiranja. Ugotovili smo, da si gostje v velneškem turizmu največkrat želijo primeren bar ob bazenih, sprostitvene masaže in brezplačno pijačo ter sadje pred savnami. Med drugim si porabniki želijo tudi več toboganov in drugih igral, fitneških naprav ter vodnih površin za otroke. Nekoliko manj pa pričakujejo pilinge telesa v finskih savnah, vodene telovadbe v bazenih, informacije o dogajanju v okolici, a la carte restavracije in vodene rituale v savnah. Prav tako je raziskava pokazala, da izmed desetih dejavnikov (čistoča vode, plavalni bazen, tobogani in druga igrala, ponudba hrane ter pijač, zadostna količina tušev, količina masažnih sistemov v vodi, vodne površine za otroke, savne, bar ob bazenu in možnost pilinga ter drugih lepotnih tretmajev), ki vplivajo na izbor velneškega centra, ne moremo izpostaviti najpomembnejšega, saj so prav vsi dejavniki (dokaj) enako pomembni.

Ključne besede: kakovost, turizem, menedžment kakovosti, velnes, Pareto diagram

Quality Management in Wellness centers

Abstract

Wellness has been spreading in the Slovenian region. Globalization brought this form of tourism on our market. Slovenian clients for tourist products and services (in continuation guests) are becoming increasingly informed and educated about wellness product and service offers, thus increasing their demands, while adding new needs and wishes. Some factors, which used to count as added value or surprise, have now become an expected necessity. Wellness centers must follow this trend of thought in order to continue pleasing their customers and ensure satisfactory business results. The purpose of this report is to study quality factors in wellness tourism. The reports presents a quality analysis in wellness tourism based on a sample of 300 survey respondents. Research data has been acquired through the use of a web questionnaire. We have discovered that wellness tourism guests mostly wish a bar next to pools, relaxing massages, and free drinks and fruit in saunas. Among other things they also wish more waterslides and other playground products, more fitness machines and more water surfaces for children. Among less wanted are body pilings in finish saunas, guided recreation in pools, information on local events, a la carte restaurants, and guided rituals in saunas. Research has also shown that among the ten factors (water purity, swimming pool, waterslides and other playground products, food and drinks, sufficient amount of showers, amount of underwater massage systems, water surfaces for children, saunas, bar next to pools and piling and other beauty treatments), which affect the choice of a wellness center, we cannot expose the most important one, because all are (approximately) equally important.

Keywords: quality, tourism, quality management, wellness, Pareto diagram



Znanstveno-raziskovalno delo je za vsako izobraževalno ustanovo izrednega pomena, kar še posebej velja za mlado fakulteto kot je Fakulteta za komercialne in poslovne vede. Znanstveno raziskovanje ne sme biti samo sebi namen. Njegova vrednost se poveča, če se izsledki predstavijo javnosti, za kar je mednarodna znanstvena konferenca odlična priložnost. Na Fakulteti za komercialne in poslovne vede verjamemo, da predstavlja 4. mednarodna znanstvena konferenca z naslovom Znanje in poslovni izzivi globalizacije v letu 2012 pomemben člen pri povezovanju s širšim okoljem, tako gospodarstva kot tudi negospodarstva, in raziskovalci z različnih področij.

Organizacija konference je zahteven projekt, katerega zelo pomemben del predstavljajo pokrovitelji – organizacije. Na Fakulteti za komercialne in poslovne vede smo veseli njihovega odziva, zaupanja in podpore, saj s tem potrjujejo kakovost našega dela, pomembnost omenjenega dogodka ter prispevajo k njegovemu dodatnemu izboljšanju. Vsem se iskreno zahvaljujemo.

4. mednarodno znanstveno konferenco Znanje in poslovni izzivi globalizacije v letu 2012 so omogočili:

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