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Znanje in poslovni izzivi globalizacije v letu 2013

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Prospective management of knowledge and services in tourism destination

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Invited plenary lecture

Ivan Bratko

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The changing world of Artificial Intelligence

Abstract

At its beginnings some 50 years ago, the field of Artificial Intelligence was known for its preoccupation with research in fundamental reasoning mechanisms applied to “toy” problems. At early times the field also had mixed reputation for unfulfilled bold promises by some of the field leaders. In the meantime, Artificial Intelligence matured and made enormous technical progress, and achieved industrially relevant results that are beyond the early promises (although not all), also in previously unforeseen directions. Some of them open new ethical and legal issues. In the process, the goals of AI have drastically shifted from scientific to practically oriented. In this talk, some major technical changes in the field of AI in the last two decades will be reviewed, including: progress in machine learning and data mining, knowledge management, constraint programming, combining mathematical logic and probability, and intelligent robots. Technical developments will be illustrated by application oriented results.

Keywords: artificial intelligence, progress in AI, current trends in AI, applications of AI



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Prospective management of knowledge and services in tourism destinations

Abstract

Knowledge is a key factor of tourism competitiveness and is seen as the engine of the sustainable development. In the XXI. century tourism became the leading sector of the world economy. As the sector is characterized by wide-range and different types of SME-s, their co-operation and networking are essential for the success. Nowadays tourism destinations are key-players in the scene. Tourism destination is not a single site with a few attractions and suppliers anymore, but a network of much more diverse actors with geographically determined resources. Due to the globalization new destinations appear in the world market, where newly available tourism products compete with the traditional ones. In order to meet these new requirements the destinations need special knowledges that can be earned from different sources. Having the knowledge is not enough: for the success it has to be shared with the others. The study focuses on the general findings of related literatures, and put more emphasis on the international KNOWNET research which was carried out by eight European countries in 2010-2012.

Keywords: *knowledge, knowledge management, knowledge transfer, tourism destination, tourism SME-s, competitiveness, sustainability*



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Fantasy and Common Sense in Knowledge Management

Abstract

Knowledge management is neither new nor necessarily innovative. Like many aspects of experience, a new name can embrace centuries of existing practice in an area historically well-known to schools of thought and to the governance of institutions. The intention of this presentation and paper is to outline the history of practice in knowledge management and how it has been used across the professions throughout the ages of education, and more particularly in the types of professional and administrative systems which contribute to, and affect our daily lives. The creation, dissemination and utilization of knowledge will be discussed, and also how improvements in the decisions we make, and the information we give out, continue to make demands on the ways in which knowledge management has become increasingly vital to our professional lives in the information age. Frameworks for knowledge management, tacit and explicit knowledge, knowledge transfer and the personal management of knowledge will be presented in an argument for institutional and self-improvement in thinking, systems and organizational efficiency, both for participants and audiences in our fast-moving world of higher learning in education. Knowledge Management for common sense will be presented together with some opinions regarding its more current fantasies.

Keywords: professional and administrative systems, creation, dissemination and utilization of knowledge, information age, frameworks for knowledge management, tacit and explicit knowledge, knowledge transfer, thinking, organizational efficiency of higher learning, common sense, fantasies



Globalni izzivi podjetništva in trženja

Global challenges in the field
of entrepreneurship and marketing

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Vpliv na povečanje števila registriranih motornih vozil v ljubljski urbani regiji

Povzetek

Ljubljana kot srednje veliko evropsko mesto, z odlično lego in krajinskim zaledjem, nudi prebivalcem visoko kvaliteto za bivanje in delo. Ljubljanska urbana regija šteje kar četrtino slovenskega prebivalstva, življenjska raven le – tega pa je zaradi ugodne sektorske sestave za 23% višja od slovenskega povprečja. Zaradi velikega povečanja števila osebnih vozil si mestna občina Ker si Ljubljana prizadeva spremeniti prometne navade s spodbujanjem uporabe javnega mestnega prometa in ne motoriziranih oblik prometa, zaradi zmanjšanja obremenjevanja okolja in sprostitev prometne površine, predvsem v središču mesta, je namen raziskave ugotoviti, kaj vpliva na odločitev o nakupu motornih vozil. V nasprotju s pričakovanji rezultati raziskave kažejo, da bruto osebni dohodek nima takšnega vpliva na nakup novih motornih vozil in posledično tudi na registracijo. Med spremenljivkami ne obstajajo statistično značilne razlike. Se pravi, da spremenljivke: število registriranih motornih vozil, povprečna bruto plača, število prebivalcev in število delovno aktivnih prebivalcev niso med seboj povezane.

Ključne besede: število registriranih vozil, povprečna bruto plača, število registriranih motornih vozil, število prebivalcev, število delovno aktivnih prebivalcev, multipla linearna regresijska analiza

Impacts on the number of registered vehicles in Ljubljana's urban region

Abstract

Ljubljana as a medium-sized European city, with excellent location and scenic outskirts, offers its residents a high quality for living and working.

Ljubljana's urban region is home to one quarter of the Slovenian population; their living standard is due to the favorable sectoral composition 23% higher than the Slovenian average. Because of a large increase in the number of cars, Municipality of Ljubljana aims to change transport behavior by encouraging the use of public transport and non-motorized forms of transport, since this would reduce the burden on the environment and it would partially vacant traffic areas, especially in the city center. Opposing to the expectations, the results show, that gross earning has no influence on buying new motor vehicles and consequentially on the registration. Among the variables there are no statistically specific differences.

Keywords: impacts on the number of registered vehicles, average gross earnings, number of registered motor vehicles, number of inhabitants, multiple linear regression analysis



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Povezanost izbranih faktorjev nagrajevanja z uspešnostjo slovenskih podjetij

Povzetek

Prispevek obravnava področje motivacije v podjetjih in je natančneje usmerjen v sistem nagrajevanja. Najprej predstavimo nekaj teoretičnih izhodišč na osnovi katerih smo oblikovali model katerega nato analiziramo. Veliko avtorjev trdi, da so podjetja, ki imajo v plačah večji variabilni del plač in dogovorjeno udeležbo zaposlenih v delitvi dobička, uspešnejša od podjetij s fiksno plačo brez udeležbe zaposlenih v delitvi dobička. Raziskava je namenjena empirični preveritvi omenjenih povezav izbranih faktorjev sistema nagrajevanja z uspešnostjo slovenskih podjetij. Raziskava je bila izvedena v srednje velikih in velikih slovenskih podjetjih v mesecu aprilu leta 2012. V prispevku lahko vidimo primerjave nekaterih rezultatov iz obravnavanega področja s predhodnimi raziskavami v Sloveniji. Osrednji del prispevka je namenjen empiričnemu delu v kateremu smo testirali naše

hipoteze. Na kratko lahko strnemo ugotovitve na sledeče: še vedno ima zelo malo slovenskih podjetij dogovorjeno udeležbo zaposlenih v dobičku, večina slovenskih podjetij ima v plačah tudi variabilni del plače, ki pa ima v celotni plači majhen delež, povezave med višino deleža variabilnega dela plače z uspešnostjo podjetja nismo potrdili ne pri plačah po kolektivnih pogodbah in tudi ne pri plačah po individualnih pogodbah, prav tako nismo potrdili povezave med udeležbo zaposlenih v dobičku in uspešnostjo podjetja.

Ključne besede: dobičkonosnost kapitala, plače, nagrajevanje, udeležba zaposlenih v dobičku

Correlation of selected factors of reward system to performance of Slovenian companies

Abstract

This article deals with motivation area in companies and is focused more specifically on the reward system. First, we present some theoretical basis, from which we design a model and then we analyze this model in our research. Many authors claim that large variable component of salaries and employee participation in profit-sharing have a positive effect on companies performance. The purpose of this survey is an empirical verification of correlations between selected factors of reward system to performance of Slovenian companies. The survey was conducted in medium and large Slovenian companies during April 2012. In this article, we present some comparisons of results from the aforementioned areas with previous research in Slovenia. The main part of our article includes empirical research in which we tested our hypothesis. The findings can be summarized as follows: Slovenian companies have still a very small part of employee participation in profits, most companies have a variable part of salaries, which are at lower rates, correlation between variable parts of the salaries and company performance was not confirmed and we also have not confirmed correlation between employee participation in profits and company performance.

Keywords: return on equity, earnings, rewards, employee participation in profits



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Piramidne sheme

Povzetek

»Oropaj enega, da izplačaš drugega« je misel, ki zelo nazorno in jedrnatost sporoči bistvo piramidnih sistemov/iger. Piramidne igre so torej dejavnost, pri kateri udeleženci vplačujejo denarne zneske z namenom, da dobijo vplačila povrnjena z velikimi obrestmi. Vlagateljem je na začetku, ob vstopu v piramidno igro, obljubljen zelo visok zaslužek brez velikega truda. Za izplačila morajo v sistem vedno znova vstopati novi vlagatelji, da se z njihovimi vložki povrnejo obresti starim članom piramidne igre. Vsak mora po vstopu v igro pripeljati še nekaj novih članov. Sistem pa se ne more širiti v neskončnost. Piramidna igra je obsojena na propad, saj se zalomi, ko zmanjka novih vlagateljev. V igro ni več priliva svežega denarja, s katerim bi odplačevali obresti vseh vlagateljev, in s tem se kroženje denarja zaključi. Več časa kot piramidna igra traja, večje je število oškodovancev, ki so sodelovali in na koncu ostali brez prihrankov, vloženega denarja in obresti, ki so jim bile obljubljene na začetku. Piramidne sheme so po slovenski zakonodaji nelegalne in so opredeljene kot kaznivo dejanje v kazenskem zakoniku. Piramidne igre velikokrat povezujemo z mrežnim marketingom. Med njima je tanka meja, gre le za vprašanje namena. Če je cilj prodaja in oglaševanje izdelka, je to mrežni marketing in je stvar zakonita, če pa je namen le pobrati denar naivnih vlagateljev, gre za piramidno igro in posledično za kaznivo dejanje. Piramidne igre so potekale tudi v Sloveniji. Najbolj odmevne so bile Catch the Cash, Fair Play, Gem Collection, Remius, Finanzas Forex ...

Ključne besede: piramidne igre, piramidni sistem, Ponzijeva shema, Remius, Finanzas Forex

Pyramid Schemes

Abstract

»Rob Peter to pay Paul« is a saying which very clearly and concisely shows the purpose of pyramid schemes. In this kind of systems the participants pay some amount of money in order to get the refund with big interest. When taking part in a pyramid scheme, investors are promised to get a very high return without making a lot of effort. However, to make the system work, there should be new participants entering the game all the time as their contributions cover the interest that is paid to old members. So when someone enters the scheme, he has to bring in new members. The system cannot sustain itself indefinitely. It usually collapses when it runs out of new participants. If there is no more money coming into the system, there is no money to pay the interest and the circulation of money stops. The pyramid scheme is doomed to fail. The longer the game lasts the higher the number of victims who have participated is. The participants often end up without their savings, invested money and promised interest. According to Slovenian law, pyramid schemes are illegal and are defined as a criminal offense in the Criminal code. Pyramid schemes are often associated with multi-level marketing. There is a fine line between them, it is just a question of intent. If the purpose is to sell and advertise some product, then we are talking about multi-level marketing, which is legal. However, when the sole purpose is to collect money from naive investors, it is a pyramid scheme, which is treated as a criminal offense. Pyramid schemes also took place in Slovenia. The most known were Catch the Cash, Fair Play, Gem Collection, Remius, Finanzas Forex...

Keywords: pyramid schemes, pyramid systems, Ponzi scheme, Remius, Finanzas Forex



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Strategic analysis of Croatian brewing industry

Abstract

The purpose of strategic industry analysis is to determine the profit potential of an industry and identify key sources of competitive advantage in the relevant industry. Development of the brewing industry in the world follows the process of consolidation as a way to keep the competitive advantage and growth. Such developments also hit the Croatian brewing industry, and the aim of this study was to determine the state of the market. The analysis is based on Porter's model of strategic industry analysis, observing the brewery business relationships with its suppliers, customers, end users and distribution and development of its products. It was concluded that the Croatian brewing industry is characterized by variable market shares, but relatively stable, as well as the relative stagnation of beer production. A great competition is between the major domestic breweries through marketing activities.

Keywords: brewing industry, Porter's model, customers, suppliers, substitute products, competition, Croatia



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Management of organizational change

Abstract

The need to adapt to modern requirements of business organizations in a dynamic environment has resulted in a variety of organizational forms and the number of interventions in the structure and processes of an organization (reengineering, downsizing, outsourcing). These processes change the focus of human resource management and leadership style in the direction of continuous learning, development, performance (not the position), employee empowerment, participation in decision-making and guidance to clients. Such processes produce large earthquakes in employees and influence the sense of security and commitment to organizational goals. A key challenge for managers is to offer new forms of incentives, which are concerned with the possibility of learning, development and career advancement. Security to guarantee the job is replaced by certainty, which is based on the abilities, skills and knowledge demanded by the labor market, including security does not come from job security to an organization, but the opportunities in the labor market based on its own competence.

Keywords: *organization, organizational structure, change, organizational culture*



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Motivation and stress of employees in government agencies in Serbia

Abstract

To be healthy organizational system worked and brought profit, it is necessary to motivate employees and to control the stress that occurs as a factor motivating the opposite. In fact, the quality of the firm, company, or of the administration are employees who are satisfied with their work, willing to learn and grow and thus the organization itself and bring success, whether in material or otherwise. Motivation is an indispensable part of modern business and it seems that part of the activities of companies that mobilize and encourage employees to perform prescribed tasks in their jobs and so contribute significantly and ensure program objectives and plans of the organization. It is about motivating and encouraging employees in all organizations. Motivation is a very important and complex task, while achieving organizational goals integrated with organizational goals. There are many issues that are relevant to managers about what motivates and what motivates them as the managers: and what employees; whether you need to change the experience of other organizations: what impact on the attitude towards the employees, how to motivate employees. The stress is definitely a permanent basis, and especially with the stress in the organization, which negatively affects both human health and to their working ability. Stress is an English word meaning: strain, pressure, load and tension. Under stress are considered physiological and psychological reactions to external influences in a living organism, which disrupt his balance and manifested as a state of non-specific stress. Stress blocks the individual and organizational development, reduces flexibility and creativity, and thus the effects of investment in human resources and competitiveness of the organization. Employees in Serbia for many years been subjected to extreme stress situations, the long-term consequences, and they occur as a result of working conditions in many companies that are extremely stressful. Catastrophic inflation - is unprecedented in economic history; prolonged isolation due to embargo foreign powers; terrible warfare, refugees and expelled persons, displacement and loss of homes and loss of jobs; layoffs; low income; restructuring and privatization, increasing uncertainty and social uncertainties; consequences of the bombing depleted uranium ... are very powerful sources of stress with direct negative effects on creativity, flexibility and vitality of the organization, but also on the health of employees in Serbia where Serbs were subjected to such

people and other minorities that together they share the fate and territorial space. Persistence and stubbornness - ie. Serbian spite, it is the only and unique factor that has held the country and the people, sheltered from disappearing like the earlier societies and civilizations that are now spoken with reverence.

Keywords: motivation, stress, stubbornness, defiance, spite, Serbia, competitiveness, research



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Prilagajanje na novo kulturno okolje pri študentih na izmenjavi

Povzetek

Internacionalizacija študija je vse pogostejša strateška usmeritev posameznih visokošolskih in višješolskih zavodov in ena izmed evropskih prioritet. Evropska unija namenja znatna sredstva za financiranje mobilnosti študentov in učnega osebja. Cilj individualne mobilnosti študentov je omogočiti mladim, da si pridobijo izkušnje s kulturo, jezikom, študijem in življenjem v državah EU ter pridruženih članicah, in na ta način spodbuditi usposobljenost ter razgledanost mladih in jim omogočiti mednarodne izkušnje. Bivanje v tuji kulturi zahteva prilagajanje na drugačne običaje in pravila. Neupoštevanje medkulturnih razlik prepogosto vodi do težav in nesporazumov v vsakdanjem življenju. Za lažje prilagajanje na novo okolje je pomembno, da spoznamo posebnosti kulture, s katero komuniciramo. V prispevku so prikazani rezultati anketne raziskave med študenti, ki so bili na izmenjavi v tujini. Sodelovalo je 107 študentov. Rezultati so pokazali, da bivanje, študij in delo v tujini pozitivno vplivajo na udeležence, da odločitev za izmenjavo ni povezana s tem, ali so posamezniki v partnerski zvezi ali ne, da študenti občutijo nekatere simptome kulturnega šoka, razlik v

doživljanju kulturnega šoka glede na spol in bivanje v mestu oz. na vasi pa nismo potrdili. Pokazala se je povezava med pogostostjo simptomov kulturnega šoka in vključenostjo v kulturno pripravo.

Ključne besede: študentska izmenjava, kulturni šok, medkulturne razlike, prilagajanje, koristi izmenjave

Adapting to a new cultural environment for students in the exchange

Abstract

Internationalization of the study programs and institutes is the increasing strategic focus of each university and higher education institutions and one of Europe's priorities. The European Union is devoting significant resources to finance the mobility of students and teaching staff. The aim of the individual mobility of students is to enable young people to gain experience with the culture, language, studying and living in the EU and in this way promote the skills and horizons of young people and providing them with international experience. Living in a foreign culture requires adaptation to different customs and rules. Failure to accept cultural differences too often leads to misunderstandings and problems in everyday life. To facilitate adaptation to a new environment, it is important to know the specifics of the culture in which we communicate. This paper presents the results of a questionnaire among the students, who were on an exchange abroad. A total 107 students participated in the research. The results showed that living, studying and working abroad have a positive impact on the participants. The decision to involve into mobility program is related to the fact that individuals are in a relationship or not. Students experience some of the symptoms of culture shock, differences in the number of culture shock symptoms according to gender and living in the city or on the country side, were not confirmed. There was a correlation between the frequency of symptoms of cultural shock and involvement in cultural preparation.

Keywords: *student exchanges, cultural shock, cultural differences, adaptation, the benefits of the exchange*



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The effects of demographic characteristics on democratic leadership style

Abstract

We use survey data to investigate the determinants of leadership style among Montenegrin managers. The focus of the paper was to analyze how demographic characteristics such as gender, age and education are connected to democratic leadership style. Research results yielded several interesting outcomes indicating that none of the proposed relations of demographic characteristic had significant influence on the choice of leadership style. This leads to a conclusion that leadership style could be under higher influence of different situational characteristics and contingencies that are not a direct characteristic of a manager but conditions in which the manager works or organizational characteristics surrounding the manager.

Keywords: leadership style, demographic characteristics, gender, age, education



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Problem znanstvenosti v ekonometrični metodologiji

Povzetek

Znanstvena teorija je osnovana na temeljni razlagi o določenih ponovljivih dejstvih. Družboslovnim disciplinam, kot je ekonomija, je znanstvenost težko pripisati, saj navadno ne temeljijo na kontroliranih eksperimentih o dejstvih o svetu, ki se navadno uporabljajo v raziskovalnem delu naravoslovnih znanosti. Ekonomija se kot teoretična znanost, ki poskuša svoje teorije utemeljevati in preverjati na osnovi empiričnih podatkov, opira na statistične in ekonometrične metode. Predhodno so se številni avtorji ukvarjali predvsem z metodami in tehničnimi modeli za obdelavo podatkov, medtem ko je problem ekonometrične metodologije ostal manj raziskan. Zato se danes soočamo s pomanjkljivimi in maloštevilnimi strokovnimi razpravami s tega področja. Primarni cilj tega dela je zato opredeliti ekonometrijo kot znanstveno na osnovi njene metodologije. Na osnovi preučene literature je mogoče sklepati, da bistven problem za opredeljevanje ekonometrične metodologije kot znanstvene izhaja iz njenega izvora, ki temelji na logičnem pozitivizmu. Metodologija, ki temelji na nominalistični perspektivi, na splošno ni priznana kot znanstvena, ker ne priznava vzročnega odnosa med spremenljivkami. Prav tako se ekonometrija ukvarja s spremenljivkami, ki navadno ne predstavljajo realnih dejstev o svetu, saj jih ne moremo opazovati ali izmeriti. O njih predpostavljamo le na osnovi ponavljajočih se vzorcev, ki so posledica različnih vrst opazovanj, ki niso ponovljiva. Ker ugotovitve ekonomije in vrednotenje njenih hipotez temelji na ekonometrični metodologiji, lahko sklepamo, da tudi ekonomiji ne moremo pripisati znanstvenosti. Ker to delo predstavlja zgolj uvod in splošen opis problematike znanstvenosti ekonometrije, menim, da so potrebne nadaljnje raziskave s tega področja.

Ključne besede: ekonometrija, metodologija, znanstvena teorija, pozitivizem

Problem of Scientificity of econometric methodology

Abstract

Scientific theory is based on a fundamental interpretation of certain repeatable facts. Social science disciplines, such as economics, are difficult to attribute scientific basis, since they are not based on controlled experiments or facts about world, which are commonly used in research science. Economics is a theoretical science that attempts to justify its theory and reviewed it on the basis of empirical data based on statistical and econometric methods. In the past, a number of authors dealt primarily with the technical methods and models for data processing, while the problem of the econometric methodology remained less explored. Thus, today we are faced with poor and limited technical discussions in this area. The primary objective of this research work is therefore to define econometrics as a science based on its methodology. According to the studied literature it can be concluded that the logical positivism as the origin of econometric methodology presents also its essential problem for defining methodology as such. The methodology is based on nominalistic perspective that is not recognized as a science, because it does not recognize the causal relationship between the variables. Besides, econometrics deals with variables that usually do not represent the real facts about the world; they cannot be observed or measured. About such variables one can only make assumptions on the basis of the repeated patterns, which are the result of the un-reproducible types of observations. Since the findings of the economy and its evaluation of hypotheses are based on econometric methodology, we can assume that the scientificity cannot be attributed to economy. Since this work represents only an introduction and general description of the scientific standard econometric problems, I believe that further research is needed.

Keywords: econometrics, methodology, scientific theory, positivism



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Posledice finančne in gospodarske krize na trg zavarovalnih storitev v Sloveniji in Avstriji

Povzetek

Posledice finančne in gospodarske krize so zavarovalnice na slovenskem trgu prizadele bolj kot zavarovalnice v sosednji Avstriji. Zaradi vpliva slabih gospodarskih razmer na prebivalstvo so upadle predvsem premije v skupini življenjskih zavarovanj. Zavarovalnice v Sloveniji od leta 2009 beležijo izrazito znižanje obračunane kosmate premije življenjskih zavarovanj, medtem ko obračunane kosmate premije premoženjskih zavarovanj dosegajo minimalne pozitivne stopnje rasti. Avstrija se je soočila z velikim zmanjšanjem premije življenjskih zavarovanj šele leta 2011, premija premoženjskih zavarovanj pa tekom let narašča z 2- do 3-odstotno stopnjo rasti. Med državama obstajajo značilne razlike v povprečni zavarovalni premiji premoženjskih zavarovanj na osebo in v povprečni zavarovalni premiji življenjskih zavarovanj na osebo. Avstrija dosega značilno višje premije tako premoženjskih kot tudi življenjskih zavarovanj na osebo. Izplačane zavarovalnine premoženjskih zavarovanj so na obeh trgih zelo odvisne od naravnih nesreč in nihajo glede na posamezno leto. Trend zavarovalnin življenjskih zavarovanj v obeh državah strmo narašča. Razlike v povprečni zavarovalnini premoženjskih in življenjskih zavarovanj na osebo med Slovenijo in Avstrijo so prav tako značilne, Avstrija dosega značilno višje zavarovalnine premoženjskih in življenjskih zavarovanj.

Ključne besede: zavarovalna premija, zavarovalnina, finančna in gospodarska kriza, Slovenija, Avstrija

Consequences of the financial and economic crisis on the insurance market in Slovenia and Austria

Abstract

The consequences of the financial and economic crisis affected insurance companies in the Slovenian market to a greater extent in comparison to

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Austrian market. Consequences of poor economic conditions have led to a premium decline in life insurance. Since 2009 insurance companies in Slovenia recorded a sharp fall in life insurance premiums, while non-life premiums achieved minimum positive growth. Austria was faced with a large drop in life insurance premiums in 2011, non-life premiums are increasing over the years with a 2-3% growth rate. Differences in average life premium per capita and the average non-life premium per capita between Slovenia in Austria are significant. Austria achieves significantly higher premiums for life and also for non-life premiums per capita. Paid claims in non-life insurance in both markets largely depend on natural disasters and vary from year to year. The trend for claims in life insurance is increasing in Slovenia and Austria. Differences in the average paid claims in life and non-life insurance per capita between Slovenia and Austria are also significant. Austria achieves significantly higher average paid claims for life and non-life average paid claims.

Keywords: insurance premium, paid claims, financial and economic crises, Slovenia, Austria



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Friedrich A. Hayek, Ustava za svobodo

Povzetek

Prispevek obravnava enega izmed največjih projektov politične filozofije Nobelovega nagrajenca iz ekonomije in zapriseženega zagovornika klasičnega liberalizma, ki vpletanje države v delovanje trga razume kot prisilno in tiransko početje. Gre za zgodovinsko, ekonomsko, pravno, antropološko, filozofski pogled, v katerem poskuša avtor oblikovati načela in vrednote svobodne družbe. Svobodna družba, ki deluje po principu vladavine prava, ščiti posameznikovo zasebnost in mu omogoča razvijanje lastnih potencialov. Prispevek se osredotoča predvsem na avtorjev pogled, kakšna bi morala biti dejanska vloga države v gospodarstvu, kakšen bi moral biti odnos do odločitev, ki so sprejete na ravni te države, kje naj bi bila zgornja meja med trgom in državo ter kakšne so lahko posledice za delovanje svobodne družbe v primeru poseganja države v gospodarstvo.

Gre za preučevanje avtorjevega razumevanja ideala svobode, ki naj bi povzročil razcvet zahodne civilizacije 19. stoletja. Ta se je namreč v 20. stoletju, z opustitvijo tradicije klasično-liberalnega prepričanja in s prevzemanjem elementov socialističnega gibanja, znašla v krizi. Prispevek najprej predstavi idejo avtorjeve svobodne družbe, nadaljuje z definiranjem svobode v takratni socialni državi, zaključí pa z dokazovanjem povezave med obstoječo socialno državo in takratnim socialističnim sistemom. Tudi sedanja družba se je znašla v zelo podobni krizi. Vse več dejstev kaže na to, da se tudi današnji generaciji približuje padec kapitalističnega sistema in da se ponovno odpirajo vrata v smeri socializma.

Ključne besede: Friedrich A. Hayek, Ustava za svobodo, svobodna družba, vladavina prava, socialna država, socializem, kapitalizem

Friedrich A. Hayek, Constitution for freedom

Abstract

The paper addresses one of the most significant political philosophy projects of the winner of Nobel Prize in Economic Sciences and a sworn advocate of the classical liberalism which considers state interventions in the market as forced and tyrannical actions. The paper presents a historical, economic, legal, anthropological and philosophical perspective within which the author aims to form the principles and values of a free society. The free society functions according to the principle of the rule of law, protects individuals' privacy and enables them to develop their own potential. The paper primarily focuses on the author's perspective of the actual role of the state in the economy, the attitude towards decisions adopted at the specific state's level, the upper limit of border between the state and the market, as well as the impact of state's intervention in the economy on the performance of the free society. It examines the author's understanding of the ideal of freedom that allegedly resulted in the blooming of the Western civilisation of the 19th century. Due to dismissal of the tradition or classical liberal beliefs and the adoption of elements of the socialist movement the civilisation found itself in a crisis in the 20th century. First, the paper introduces the author's idea of a free society, which is followed by a definition of freedom in then social state, while it concludes with a proof of the relationship between the current social state and the past socialist system. The society of today also found itself in a very similar

crisis. An increasing number of facts show that the generations of today are nearing the fall of the capitalist system and re-open the doors in the direction of socialism.

Keywords: Friedrich A. Hayek, Constitution for freedom, free society, rule of law, social state, socialism, capitalism



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Hibridni diskurz v slovenskem visokošolskem prostoru

Povzetek

Slovenski šolski prostor na vseh ravneh, vključno z univerzo, je podrejen tržnim vplivom in podjetniškim interesom, kar se kaže v večanju pomena oglaševanja in promocije izobraževalnih institucij. Ta spremenjena družbena praksa posledično vpliva na nastajanje hibridnega izobraževalnega-promocijskega diskurza. Članek obravnava, kako se kažejo ekonomski pritiski na izobraževalne institucije v oblikovanju njihovih predstavitvenih besedil za javnost skozi različne diskurze. Pri tem uporabljamo metodo/model kritične diskurzivne analize, kot ga je razvil Norman Fairclough (1995), ki se osredotoča na tri razsežnosti diskurzivnega dogodka. Prvi nivo predstavlja tekstovna analiza, to je jezikovna analiza, ki jo mi združimo z diskurzivno analizo. Analizo smo opravili na vzorcu 20 naključno izbranih predstavitvenih prospektov javnih in zasebnih institucij in pri tem upoštevali, da so zastopane vse štiri univerze v slovenskem prostoru. Raziskava je razkrila prevladovanje promocijskega in neoliberalnega diskurza v predstavitvenih prospektih izobraževalnih institucij, ki se kažeta kot povezano, komplementarno delovanje, saj je v bistvu promocijski diskurz del neoliberalnega diskurza oz. mu je podrejen (Fairclough, 1989). Promocijski diskurz se kaže v reprezentaciji akterjev, potencialnih kandidatov in institucije; v izogibanju eksplicitnim izrazom pomenov zahtev zaradi novega tržno orientiranega odnosa med institucijo in kandidati; v vizualnih in oblikovalskih značilnostih, ki želijo pritegniti kandidate in vplivati nanje; v privlačnih naslovih/frazah,

kot samopromocijskih trditvah; v logotipu, ki identificira institucijo, in še drugih lastnostih. Značilnosti neoliberalnega diskurza pa vidimo v izboru tem in v besedišču, ki kažejo na prilagajanje šolskega sistema družbeno-ekonomskim potrebam koristne in uporabne vednost ter čim večje učinkovitost in uspešnost. Raziskava tako razkriva s pomočjo diskurzivne analize prehajanje šolskega sistema od kulturnih vrednot k ekonomskim vrednotam, kar vnaša konflikt med kolektivnimi vrednotami in zasebnimi interesi in zaznamujejo širše spremembe v visokem šolstvu pri nas, kot tudi v svetu. Prepoznavanje hibridnega diskurza tako prispeva h kritičnemu sprejemanju družbene prakse na izobraževalnem področju in k večji demokraciji.

Ključne besede: marketizacija šolstva, promocijski diskurz, neoliberalni diskurz, kritična diskurzivna analiza, predstavitveni prospekti izobraževalnih institucij

Hybrid Discourse in Slovene Higher Education

Abstract

Slovene higher education at all levels, including the university level, is considerably under market impact and serves corporate interests, thus giving increasing significance to advertising and promotion of educational institutions. The adopted social practice therefore leads to the emergence of a hybrid educational and promotional discourse. The article reveals the results of economic pressure on educational institutions in producing their presentation brochures by means of various discourses. For this purpose we use a critical discourse analysis method/model by Norman Fairclough (1995), which focuses on three different dimensions of a discursive event. The first level presents a textual analysis, i.e. a linguistic analysis, which we combine with a discourse analysis. The analysis was conducted on a sample of 20 randomly selected presentation brochures of public and private educational institutions while considering that all four Slovene universities should be represented. The research revealed a predominance of promotional and neoliberal discourse in the educational institutions' presentation brochures, whereas these two discourse types prove to be coherent and complementary in their function, since promotional discourse is in fact part of neoliberal discourse or is subordinate to it (Fairclough, 1989). Promotional discourse is seen in the representation of players –

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potential candidates and institutions; in avoiding explicit expressions determining requirements due to a new market-oriented relationship between the institution and the candidates; in the visual and design features which are aimed to attract candidates and influence them; in the attractive titles/ phrases functioning as self-promotional statements; in the logo identifying the institution, and in other attributes. The features of neoliberal discourse can foremost be seen in the selection of topics and vocabulary, which indicates an adaptation of the education system to the socio-economic needs of useful and applicable information as well as maximum efficiency and effectiveness. Through discourse analysis the research reveals a transition of the school system from cultural values to economic values, which provokes conflict between collective values and private interests as well as denotes extensive changes in higher education in Slovenia and worldwide. The identification of hybrid discursive elements therefore contributes to a critical adaptation of social practices in education and greater democracy.

Keywords: marketization of the education system, promotional discourse, neoliberal discourse, critical discourse analysis, educational institutions' presentation brochures



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Vpliv gospodarskih in političnih sprememb na hierarhijo vrednot v Rusiji po letu 1991

Povzetek

Raziskava temelji na predpostavki, da je s procesom politične in ekonomske preobrazbe v Rusiji po letu 1991 prišlo do sprememb v hierarhiji vrednot, vzorcih vedenja in poslovni etiki. Ker so spremembe hierarhije vrednot pomembne za obvladovanje poslovnih procesov v podjetjih, ki prodajajo v RF, smo poskušali s strukturiranimi intervjuji slovenskih izvoznikov blaga v Rusijo preveriti, ali so v zadnjih letih zaznali,

da so se poslovne navade ruskih poslovnežev spremenile, kakšne so te spremembe, zakaj je po njihovem mnenju do tega prišlo ter katere vrednote so po njihovem mnenju za Ruse najpomembnejše. S pomočjo raziskav nekaterih ruskih raziskovalcev (Pirogov, Tvorogova in Astafieva) smo sestavili seznam ruskih vrednot, ki so jih glede na obdobje pred in po letu 1991 intervjувanci razvrstili po pomembnosti. Rezultatom 51 intervjujev predstavnikov slovenskih izvoznikov v Rusijo smo dodali še 14 intervjujev ruskih poslovnežev. Vseh 65 intervjujev smo obdelali z metodami multivariantne analize; z razvrščanjem v skupine smo želeli ugotoviti hierarhično strukturo vrednot pred in po letu 1991, medtem ko smo z multidimenzionalnim skaliranjem (MDS) primerjali oba profila vrednot. Z Wardovo metodo združevanja Evklidskih razdalj med posameznimi zapisi smo združili v skupine 17 ruskih vrednot pred in po letu 1991. Primerjava med profiloma je pokazala, da so po letu 1991 najvišje uvrščene vrednote denar, dobiček, moč, napredek in profesionalizem, medtem ko so v socializmu prisegali na patriotizem, stabilnost, zakonodajo, moč in pripadnost. Kendallov koeficient konkordance je pokazal večje ujemanje pri ocenah stanja pred letom 1991 (Kendall = 0,57) kot po letu 1991 (Kendall = 0,30), korelacijski koeficient med obema profiloma ($r = -0,25$) je nesignifikanten in potrjuje spremembe v hierarhiji vrednot ruskih poslovnežev po letu 1991.

Ključne besede: hierarhija vrednot, slovenski izvozniki v RF, ruski poslovneži, spremembe po letu 1991

Impact of economic and political changes on hierarchy of values in Russia after 1991

Abstract

The research is based on the assumption that the process of political and economic transformation in Russia after 1991 led to changes in the hierarchy of values, patterns of behavior and in the business ethics. Changes in the hierarchy of values are relevant for the management of business processes in companies that sell to the Russian Federation. We tried to verify that in recent years Slovenian exporters of goods to Russia have noticed that the business practices of Russian businessmen changed, what was the nature of those changes, why they consider this had to

happen, and what values they feel are most important for the Russians. To get the answers to these questions, structured interviews of Slovene and Russian businessmen were used. Through research of some Russian scientists (Pirogov, Tvorogova and Astafijeva), a list of Russian values was compiled and then compared and prioritized to the period before and after 1991 by the respondents. To the results of 51 interviews of representatives of Slovenian exporters in Russia, we have added another 14 interviews of Russian businessmen. All 65 interviews were analyzed by multivariate analysis methods, in the clustering process the hierarchical structure of values before and after 1991 was determined, while the multidimensional scaling (MDS) method was used to compare two profiles of values, respectively. The Ward's method of linkage for combining Euclidean distances between individual observations into groups of 17 Russian values before and after 1991 was used. Comparison between profiles showed that after the 1991 the highest ranking values are: money, profit, power, progress and professionalism, while in socialism Russians swore by patriotism, stability and law, as well as the strength and loyalty. Kendall coefficient of concordance shows greater correspondence in the estimates of the values before 1991 (Kendall = 0.57) than after 1991 (Kendall = 0.30), the correlation coefficient between the two profiles ($r = -0.25$) is insignificant and confirms changes in hierarchy of values of Russian businessmen since 1991.

Keywords: hierarchy of values, Slovenian exporters in Russia, Russian businessmen, changes after year 1991



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Razlike med nakupnimi navadami porabnikov perutninskih izdelkov – primerjava dveh držav

Povzetek

Za slovenske proizvajalce izdelkov iz perutninskega mesa pomeni vstop na trg EU veliko tržno priložnost. Vstop na ta trg zahteva izpolnjevanje norm, ki jih predpisujejo pravilniki vsake posamezne države. Zaradi raznolikosti držav članic EU je potrebno poznati nakupne navade porabnikov tiste države na čigar trg želi proizvajalec vstopiti. Študija primera je izvedena med slovenskimi in slovaškimi porabniki izdelkov iz perutninskega mesa. Na osnovi odgovorov kvantitativne raziskave z vzorcem $n = 403$, izvedene med porabniki države proizvajalke in med porabniki države uvoznice, je primerjana pogostost nakupa izdelkov iz perutninskega mesa in tedensko porabo za te izdelke, izraženo v denarju. S pomočjo programskega orodja SPSS izvedeva izračun Pearsonovega χ^2 testa s katerim testirava pogostost nakupov med porabniki obeh držav in tedensko porabo za izdelke iz perutninskega mesa. Z analiziranjem rezultatov ugotavlja, da slovaški porabniki pogosteje nakupujejo izdelke iz perutninskega mesa od slovenskih. Z odgovori na drugo raziskovalno vprašanje ugotoviva, da večina porabnikov obeh držav nameni manj kot 30,00 EUR za tedenske nakupe teh izdelkov. Na osnovi analiziranih rezultatov raziskave podava priporočilo za izdelavo zasnove strategije trženja.

Ključne besede: perutninski izdelki, nakupne navade, pogostost nakupa, trženje izdelkov

The differences between the Purchasing habits of consumers of food products - Comparison of the two countries

Abstract

For the Slovene producers of products from poultry meat means entry to market of the EU large market opportunity. An entry in this market demands fulfillment of norms, that regulations of every individual state are determined. Because of diversity of member countries of the EU is necessary to know purchase habit of consumers of that state on whose market wishes for producers to enter. We carry out study of cases among Slovene and Slovak consumers of products from poultry meat. On base of answers of quantitative research with sample $n = 403$, states of a producer found out among consumers and among consumers of the state of an importer, we compare the incidence of the purchase of products from

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poultry meat and weekly consumption of these products, expressed in money. With Pearson's Chi-square test, versed with the software tool of SPSS, we carry out a comparison of incidence of purchases for products from poultry meat among consumers of both states and weekly consumption then. We are finding out with analysis of results, that Slovak consumers more often shop products from poultry meat from Slovene. We find out with responses to other research question, that most consumers of both states assign less than 30.00 euros for the weekly purchases of these products. We pass a reference for the production of design of strategy of marketing on the base of analysis results of research.

Keywords: poultry products, purchase habits, frequency of purchase, marketing of products



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Supply chain finance & the semiconductor industry: What is the potential?

Abstract

Since the financial and economic crisis started and spread around the globe in 2008, lenders and credit insurers have increased the price of their services and at the same time became more selective in approvals. This, coupled with other critical factors like the overall drop in demand, volatile commodity and energy prices, and increased currency fluctuations, has led to liquidity issues for numerous companies, especially small and medium enterprises (SMEs). These enterprises have their own suppliers and, in a lot of cases, are suppliers to larger, investment-grade companies. The liquidity risk they face therefore has a significant impact not only on them, but also on the wider supply chain they are a part of. With this in mind, executives of large companies started looking for alternative ways to reduce their overall supply chain financing costs. This necessitated a shift in the way companies manage their supply chains; a shift from an individual

to a more holistic perspective, where coordination of activities with supply chain partners is essential. Reduction of working capital (in large corporations as well as their SME suppliers) received a lot of attention in this pursuit of a mutually beneficial solution. The main obstacle was to overcome the traditional “collect early and pay late” paradigm and find a way that would bring value to both, buyer and supplier. This paper will discuss and explore the potential of supply chain finance application in the semiconductor industry. The industry has recently rekindled its growth, and is expected to reach its all-time high in 2013. This makes it a particularly interesting area of study; the application of supply chain finance might be able to address a number of problems the fast-growing industry is facing, ranging from high lead-times to less-than-perfect buyer-supplier relations. To determine whether supply chain finance can actually add value to the industry, however, a deeper insight and further research are needed.

Keywords: supply chain, finance, economic crisis, semiconductor industry, enterprises



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Sustainable Project Communications

Abstract

When research and development projects fail, it is basically due to insufficient – and thus non-sustainable – communication within and outside the project organization. The concept of Integrated Communications, which literature discusses as a principle of Sustainability Communications (cf. e.g. Prexl, 2010, pp. 251ff.), provides approaches to more effectively master certain challenges of project communications. In this respect, literature argues, for example, that integration of contents, form, and timing both within project communication and between project and corporate

communication is a prerequisite to ensuring companies are on the same page, hence consistent, when communicating about project contents. Taking the success factors of Integrated Communications identified in previous empirical studies (cf. Stumpf, 2005) as a starting point, this contribution will investigate, based on university projects, whether these factors can also be applied to project communications and to what extent they influence the success of project communications. Finally, the conclusion offers recommended action to facilitate sustainable project communications.

Keywords: sustainability, project communications, project management, integrated communications



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Vpliv demografskih dejavnikov na zadovoljstvo uporabnikov storitev javnega sektorja

Povzetek

V iskanju ustrezne literature za svojo magistrsko nalogo sem naletel na obširno raziskavo o zadovoljstvu uporabnikov, ki jo je izvedel Bobby DUFFY l. 2000 v Angliji (in kjer je naletel na močne indice, da je zadovoljstvo s storitvami javnega sektorja demografsko pogojeno. V svoji magistrski nalogi sem prav tako ugotavljal vpliv demografskih dejavnikov (starost, spol) na zadovoljstvo, vendar na manjšem vzorcu (za l.2012), ki pa ni pokazal posebnih vplivov. Na osnovi obširne baze podatkov, ki sem jo ustvaril skozi tri javnomnenjske raziskave sem se odločil, da poskušam najti možne povezave in le tem (če obstajajo) prilagodim tudi marketinško dejavnost. V prispevku sem naredil analizo združene baze podatkov z bivariantnimi testi za vsak demografski kazalnik posebej. Vpliv spola na zadovoljstvo sem ugotavljal z T testom, vpliv starosti pa z Anovo. V zaključku sem podal rezultate in analizo ter pojasnitev le teh ter zastavil eventuelne marketinške ukrepe.

Ključne besede: javne storitve, zadovoljstvo, kupec, demografski dejavniki, spol, starost

Impact of demographic factors on satisfaction of users of public sector services

Abstract

In search of the relevant literature for my master's thesis I have come across a broad user satisfaction survey, conducted by Bobby DUFFY, in the year 2000 in England (where it encountered a strong indication that satisfaction with public sector services demographically dependent). In my thesis I also identify the impact of demographic factors (age, sex) on satisfaction, but on a small sample (for 1.2012), which showed no special effects. Based on an extensive database that I have created through the three user satisfaction survey, I decided to try to find possible connections and only this (if any) adjust the marketing activity. In this paper I have done an analysis of the combined database bivariant tests for each demographic indicator separately. The effect of sex on satisfaction I assessed by T test, and the effect of age with Anovo. In the end I gave the results and the analysis and clarification of these and set the eventual marketing actions.

Keywords: public services, satisfaction, customer, demographic factors, sex, age



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Ali je cena vinjete pomemben dejavnik zadovoljstva z Dars-om?

Povzetek

Zaradi napovedane podražitve cene vinjet se postavlja vprašanje, ali bo višja cena vinjete vplivala na zadovoljstvo z Dars-om in državo kot 100-odstotno lastnico Dars-a. Naš namen je zato raziskati, kateri dejavniki vplivajo na zadovoljstvo z našim edinim ponudnikom avtocestne infrastrukture v Sloveniji in v tem okviru ugotoviti, ali je cena pomemben dejavnik zadovoljstva z Darsom. Z raziskavo med slovenskimi uporabniki avtocest, ki smo jo izvedli s pomočjo spletne ankete, ugotavljamo, da cena sicer statistično značilno vpliva na zadovoljstvo z Darsom, vendar je njen vpliv zelo šibak. Bolj pomembni dejavniki, ki vplivajo na zadovoljstvo z Darsom, so kakovost storitev, kakovost osebja in image podjetja. Dars in država kot 100-odstotna lastnica tega podjetja se morata posvetiti predvsem dvigu kakovosti storitev, če želita povečati zadovoljstvo svojih uporabnikov, cena vinjete pa morda nasprotno kot bi pričakovali, ne vpliva v pomembni meri na zadovoljstvo. Raziskava odpira številne poti nadaljnjega raziskovanja, ki so opisane v odprtih vprašanjih za prihodnje.

Ključne besede: zadovoljstvo, cena, kakovost storitev, vinjeta, Dars

Is the price of a vignette an important antecedent of customer satisfaction with DARS?

Abstract

Due to expected increases in prices of vignettes, the question arises whether higher price of a sticker impacts customer satisfaction with DARS as well as the government because the state is a 100 per cent owner of DARS. Our aim is therefore to explore which antecedents influence customer satisfaction with our sole provider of motorway infrastructure in Slovenia and in this context to determine whether the price is an important factor of customer satisfaction with Dars. The research among users of Slovenian motorways, which was carried out through online survey, showed that price of vignette has a significant and positive, although very weak impact on customer satisfaction with Dars. The most important antecedent of customer satisfaction with Dars is quality of services, followed by quality of staff and the company's image. Therefore we suggest Dars to concentrate on improving the quality of services in order to increase customer satisfaction. Price of a sticker, on contrary, is not important

antecedent of customer satisfaction. This study opens many new questions and offer path for further research which is described in open issues for the future.

Keywords: Customer satisfaction, price, quality of services, vignette, Dars



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Poslovanje pravnih oseb v izbrani banki: osebno ali preko elektronskega bančništva

Povzetek

Konkurenca med bankami narašča. Banke morajo vlagati vedno več navora, da obdržijo svoje stranke in da jim ponudijo produkte ter storitve, s katerimi jih bodo zadovoljile. Produkti in storitve banke na trgu se ne razlikujejo prav dosti, če pa slučajno katera izmed bank najde novo inovativno ponudbo ali produkt, pa jo ostale banke hitro posnemajo. Zaradi tega je poudarek na poznavanju zadovoljstva kupcev in dvig njegove ravni zelo pomemben. Banke, če hočejo obstati in se širiti na zelo konkurenčnem področju, morajo do potankosti poznati želje in pričakovanja svojih strank. V tem okviru je zlasti pomembno, da razumejo svoje kupce, pravne osebe, kako želijo poslovati z izbrano banko: osebno ali preko elektronskega bančništva. Postavlja se namreč vprašanje, ali pravne osebe vidijo v elektronskem bančništvu substitut, ali pa jim je osebni stik na banki še vedno pomemben. Cilj raziskave je ugotoviti, na kakšen način podjetja uporabljajo bančne storitve, ali osebno na banki ali preko elektronskega bančništva in raziskati, ali je zadovoljstvo z bližino poslovalnic odvisno od velikosti podjetja. V ta namen smo naredili raziskavo, katere namen je bil ugotoviti zadovoljstvo pravnih oseb z izbrano poslovalnico določene banke

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in predvsem pričakovanja pravnih oseb glede poslovanja z bančnim osebjem. Vzorec sestavlja 114 pravnih oseb izbrane poslovalnice banke. Na podlagi rezultatov raziskave ugotavljamo, da še vedno večino mikro in majhnih podjetij, kakor tudi srednje velikih podjetij, poleg elektronskega bančništva del bančnih storitev opravlja osebno na banki. To je pomemben podatek, ki ga je potrebno upoštevati pri določanju števila poslovalnic po Sloveniji, opremljenosti poslovalnic in njihovem delovnem času. Poleg tega ugotavljamo, da je zadovoljstvo z bližino poslovalnic odvisno od velikosti podjetja in da so najmanj z bližino poslovalnic zadovoljna mikro in mala podjetja, ki v največji meri uporabljajo osebne storitve v izbrani poslovalnici in se najmanj poslužujejo elektronskega bančništva. Na podlagi ugotovitev smo podali predloge in rešitve za izboljšavo stopnje zadovoljstva strank banke, opozorili na omejitve raziskave in navedli odprta vprašanja za nadaljnje raziskovanje.

Ključne besede: pravne osebe, banke, zadovoljstvo, elektronsko bančništvo, poslovalnice, osebno bančništvo

Business corporation in the selected bank: personal or by electronic banking

Abstract

Competition between banks is increasing rapidly. A lot of effort is needed to keep the customers and to offer products and services that will satisfy them. Products and services of different banks in the market are quite similar and when one of them finds a new, innovative offer or a product others follow it very quickly. Therefore, it is important to emphasize knowledge concerning buyers' satisfaction. If banks want to expand and remain competitive, they have to recognize wishes and expectations of their customers. In this context, it is particularly important to understand their customers, the legal person how to do business with that bank: in person or via electronic banking. The question is whether the legal person they see in electronic banking substitute for, or have a personal contact at the bank is still important. The aim of the research is to determine how companies are using banking services, or in person at the branch of bank or through electronic banking and to investigate whether satisfaction with the proximity of branches depends on the size of the company. To this end, we did the research, the purpose of which was to determine the satisfaction of legal entities with selected bank and above the expectations of corporate

business relation with the bank staff. The sample consisted of 114 corporations. Based on the research results, we find that there is still a majority of micro and small companies as well medium-sized companies, in addition to the electronic banking of banking services performed personally by the bank. This is an important point that has to be taken into account across Slovenia, equipment and offices during working hours. In addition, we find that satisfaction with the proximity of branches depends on the size of the company and that they are at least satisfied with the proximity of branches micro and small companies, which make maximum use of personal services in selected outlets and at least make use of electronic banking. Based on the findings we have made proposal and solutions to improve the level of customer satisfaction of the Bank, pointed to the limitations of the research and gave open questions for further research.

Keywords: legal entities', banks, satisfaction, electronic banking, branch, personal banking



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Marketinško komuniciranje v družbenih omrežjih

Povzetek

Družbena omrežja so vedno bolj pomemben kanal marketinškega komuniciranja. Obstajajo različne vrste družbenih omrežij, ki jih lahko razvrstimo v sedem skupin (družabna omrežja, blogi, mikroblogi, forumi, projekti sodelovanja, družbena omrežja za deljenje vsebin ter virtualni družbeni svetovi in virtualne spletne igre). Tako kot vsi ostali kanali marketinškega komuniciranja, imajo tudi družbena omrežja svoje prednosti in slabosti, ki se jih morajo tisti, ki z uporabniki komunicirajo preko družbenih omrežij zavedati. Vsaka vrsta družbenih omrežij ponuja različne

možnosti marketinškega komuniciranja. Katera družbena omrežja uporabiti kot kanal marketinškega komuniciranja, da bi dosegli namen in cilje je odvisno od vrste različnih dejavnikov. Vedeti je potrebno, da bodo rezultati marketinškega komuniciranja v družbenih omrežjih zadovoljivi le, v kolikor podjetje uporablja integrirano marketinško komuniciranje v družbenih omrežjih in v kolikor je marketinško komuniciranje v družbenih omrežjih integrirano z vsemi ostalimi marketinškimi sporočili, ki jih podjetje sporoča ciljnim skupinam. Družbena omrežja, za namene marketinškega komuniciranja ne zahtevajo velikih finančnih vložkov, je pa potrebno vložiti veliko časa in truda, saj je rezultate možno doseči le s tekom na dolge proge.

Ključne besede: družbena omrežja, marketing, komuniciranje, družabna omrežja, blog, mikroblog, forum

Marketing communication in social media

Abstract

Social media are becoming increasingly important marketing communication channel. There are different types of social media, which can be classified into seven groups (social networking sites, blogs, microblogs, forums, collaborative projects, social media for sharing content and social virtual worlds with virtual online gaming. Like all other marketing communication channels, social media also have advantages and disadvantages, which those who communicate with customers through social media must be aware of. Each type of social media offers a variety of marketing communications. Which social media used as a marketing communication channel in order to achieve the purpose and goals depends on various factors. It is necessary to know that the results of marketing communication in social media will be satisfactory only, if the company is using integrated marketing communication in social media and, if marketing communication in social media is integrated with all other marketing communications that the company is targeting to different target groups. Social media do not require large financial inputs for the purposes of marketing communications, but it is necessary to invest a lot of time and effort because the results can only be achieved by running the long distance.

Keywords: social media, marketing, communication, social networking sites, blog, microblog, forum



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Research on customers' attitudes towards smartphones as an intermediate between embedded systems and general purpose devices

Abstract

Development and implementation of embedded systems in everyday lives is so high that people have become so accustomed to the conveniences these systems provide that they become unaware of their existence. As new technological advancements become available so the improvements of consumer electronics and other goods through implementation of additional embedded systems becomes more prominent. In fact, as the predictions of the industry experts a decade ago foresaw mobile devices are being transformed from embedded systems for wireless communication into more general purpose devices. Smartphones can be viewed as transitional form between embedded systems and general purpose devices. The goal of this paper is to discover whether the users of smart phones are aware of the possibilities their smart phones hold as well as their potential as a general purpose remote control for any digital device. The main concern of the survey presented in this paper is to estimate users' awareness of the potential and inclination to future services that will or may be provided through smart phones in the future. This is a valuable guideline for the smart phone industry and mobile software industry. The survey was conducted

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among third year students at the Faculty of Economics and Business and the results showed that almost 70% of the students use smart phones because of their functions and possibilities that they offer in everyday life.

Keywords: embedded systems, smart phones, consumer electronics



Inteligentne rešitve v poslovni informatiki

Intelligent solutions in business IT

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Zadovoljstvo z uporabo spletnega učnega okolja Moodle: primer FKPV

Povzetek

Vedno bolj je razširjeno e-izobraževanje, s tem pa uporaba različnih spletnih učnih okolij. V Sloveniji večina izobraževalnih ustanov uporablja spletno učno okolje Moodle. Namen prispevka je predstaviti spletno učno okolje Moodle, cilj prispevka pa je ugotoviti, kako študentje in predavatelji Fakultete za komercialne in poslovne vede ocenjujejo e-učilnico Moodle. Cilj je tudi ugotoviti, ali je učno okolje Moodle dober pripomoček pri klasičnem izobraževanju. V raziskavi je sodelovalo 18 predavateljev in 90 študentov Fakultete za komercialne in poslovne vede. Odgovore smo pridobili s pomočjo spletnega anketnega vprašalnika. Pri kvalitativni analizi smo uporabili odločitveni model Dexi, s katerim smo odgovorili na raziskovalno vprašanje, kako študentje in predavatelji FKPV ocenjujejo spletno okolje Moodle. Pri vrednotenju variant v odločitvenem modelu Dexi je bilo ugotovljeno, da tako predavatelji kot študentje e-učenje ocenjujejo z oceno »dobro«. Analiza raziskave je pokazala, da so predavatelji in študentje najbolje ocenili poznavanje učnega okolja Moodle. Menijo, da bi bilo treba uporabo Moodla razširiti. Največji problem pri uporabi Moodla je, da ga udeleženci premalo uporabljajo. Anketirani tudi menijo, da se e-učilnica ne more primerjati s klasično glede gradiva, informacij in podobnega. Glede na oceno, ki smo jo dobili v odločitvenem modelu Dexi, pa lahko ugotovimo, da je spletno učno okolje Moodle dober pripomoček klasičnemu izobraževanju. Menimo, da bi bilo potrebno še raziskati, na kakšen način bi lahko Moodle še bolj približali uporabnikom in s tem razširili njegovo uporabo ter zadovoljstvo z njim.

Ključne besede: e-učenje, e-gradiva, spletno izobraževalno okolje, Moodle

Satisfaction with the use of online learning environment Moodle: example of the FCBS

Abstract

E-Learning and thus the application of various online learning platforms is increasingly gaining on its popularity. The purpose of this research is to introduce the online learning platform Moodle with the aim to determine how students and lecturers at the Faculty of Commerce and Business Sciences evaluate the Moodle e-Classroom. The goal is also to determine whether the learning environment Moodle represents a good tool in classic education. The research included 18 lecturers and 90 students of the Faculty of Commerce and Business Sciences. The answers were acquired via the online survey. For the qualitative analysis a program for Multi-Attribute Decision Making – Dexi was used to establish how students and lecturers at the Faculty of Commerce and Business Sciences assess the online learning platform Moodle. In evaluating the variants provided by the Dexi program it was established that lecturers as well as students evaluated e-Learning with the grade »good«. The analysis showed that lecturers and students gave the highest grade to the learning platform Moodle. They were of an opinion that the application of Moodle should be increased. The biggest problem in using Moodle represents its underutilization. The respondents also thought that e-Classroom could not be compared with the classical one in terms of study material, information, etc. According to the assessment acquired by Dexi, we can therefore establish that the learning platform Moodle represents a good addition to classic education. We think that further research should be conducted in order to establish the proper to increase the popularity, and thus the application and quality of Moodle.

Keywords: e-Learning, e-Material, online education platform, Moodle



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Prilagajanje razvojnih metod organizacijskim in projektnim karakteristikam

Povzetek

Splošno namenske metode za razvoj programskih rešitev, brez ustreznega prilagajanja, ne morejo zagotoviti učinkovit razvojni proces od specifikacije zahtev, preko analize in načrtovanja, do namestitve in ne nazadnje, vzdrževanja. Rešitev je v njihovi prilagoditvi konkretnim organizacijam oziroma specifičnim projektnim okoliščinam. V prispevku obravnavamo mehanizme prilagajanja lastnega ogrodja za inženiring metod, ki omogočajo specializacijo osnovnih komponent metod glede na definirane situacijske karakteristike z nadgradnjo pristopov konfiguracije metode in konfiguracije procesa. Ključni poudarek prispevka je opredelitev in opis temeljnih konceptov, ki omogočajo prilagoditev posameznih komponent metode, pri čemer je podan tudi konkreten primer prilagoditve komponente metode Načrtovanja funkcionalnosti za potrebe izgradnje spletne programske rešitve.

Ključne besede: prilagajanje razvojnih metod, situacijski inženiring metod, ogrodje za inženiring metod, razvoj programskih rešitev, razvojni procesi

Software development methods adaptation to organizational and project characteristics

Abstract

General purpose methods for software development, without appropriate adaptations, can't provide an efficient development process, from requirements specification, through analysis and design, to installation and finally, maintenance. The solution is to adapt these methods to specific organizations and project characteristics. This paper discusses the mechanisms of adaptation of our own method engineering framework, that enable specialization of basic method components according to the defined situational characteristics, using the upgraded method and process

configuration approach. A key focus of this paper is to identify and describe the basic concepts that allow adaptation of method components. A concrete example of adaptation of method component Functionality planning for a web application is also presented.

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



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Learning in and about tourism: system dynamics approach

Abstract

Simulation models involve participant into active decision making but in risk-free environment, without real consequences. The main benefit of using system dynamics model is analysis of the obtained results after making decision and understands what went wrong, why and when. Top managers gain valuable experience through system dynamics models which help them in doing business and in accomplishing short and long term business strategies in the real world. Tourism sector is related with high risk of decision making. The reason for that is that it takes a longer time (months or even years) in order to make the consequences of the decisions visible. Simulation models can be used as useful educational tools in tourism, because they allow managers to see the consequences of

their actions in very short time, without the real consequences and real damage. Goal of the paper is to explore if system dynamics models could be used in tourism, because of their characteristic of compressing time and space within simulation environment. Paper review two basic fields of applications in tourism: airways and hotel industry. Paper is an introduction of system dynamics models' usage in tourism, with the goal to present its usage as a powerful learning tool.

Keywords: learning, game, tourism, system dynamics, airways



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Sophisticated financial institution's smart card infrastructure

Abstract

Highly developed and very sophisticated financial institution's smart card infrastructure in Croatia could be used for public sector services enhancement. During last fifteen years banking industry in Croatia has changed dramatically, transforming its participants from socialistic mastodons oriented almost exclusively towards commercial sector to very modern retail customer oriented institutions. As now day's retail customer business, with credit and debit card business in its centre, relies heavily on smart cards infrastructure, implementation of these technologies grove rapidly over the last ten years, resulting in Croatian banking sector being one of the most card competitive ones in Europe. Furthermore, ICT oriented services on already existing electronic distribution channels

infrastructure, along with tremendous level of rivalry between market competitors and constant pressure on credit growth imposed by Croatian National Bank are turning banks focus on services itself, instead of credit margins, as future profit pipelines. On the other side we can witness that Public sector services offered to Croatian citizens by Ministries, Counties and Cities are taking much slower pace, although past Croatian Government took strong commitment towards E-Government projects. The aim of this paper is to analyze certain smart card technology attributes which could improve and quicken up Public sector services varying from healthcare to public transport, and to investigate possibilities of reusing currently existing smart card infrastructure owned by the banks.

Keywords: smart card technology, public sector, e-government project, financial institutions



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Prednosti sistema za upravljanje vsebin dinamičnih spletnih strani

Povzetek

Spletna stran je nepogrešljiv del vsake predstavitve ustanove ali podjetja. Zanimiva, dinamična, polna koristnih informacij ter privlačno oblikovana spletna stran je cilj, ki vodi avtorja pri postavitvi spletne strani. Nezanimivim in neaktualnim stranem se uporabniki izogibajo, zato postajajo strani vsebinsko vse bogatejše in tehnološko naprednejše. Pri postavitvi spletne strani so nam v veliko pomoč sistemi za upravljanje vsebin (v nadaljevanju CMS), ki nam omogočajo postavitev sodobne spletne strani in enostavno vzdrževanje le-te. Urednik spletne strani ne potrebuje znanja označevalnega jezika HTML in lahko samostojno spreminja besedilo in druge elemente spletne strani brez pomoči podjetja, ki je stran izdelalo.

V prispevku bo podana primerjava dveh brezplačnih CMS in sicer: Wordpress in Joomla. Sistema sta izbrana zaradi razširjenosti uporabe po svetu. Odprtokodni sistem za upravljanje vsebin Joomla je nastal leta 2005 in je hitro postal eden izmed najzmogljivejših in najpopularnejših sistemov za upravljanje z spletnimi vsebinami. Wordpress je ravno tako odprtokodni sistem, ki pa je leta 2003 nastal predvsem kot orodje za ustvarjanje blogov, kasneje pa je prerastel v svetovno vodilni CMS.

Ključne besede: upravljanje spletnih strani, dinamična spletna stran, sistem za upravljanje vsebin – CMS, Joomla, Wordpress

Web Content management system advantages

Abstract

A webpage is an indispensable part of every presentation, facility or company. The web designer's goal in building the webpage is an interesting, dynamic, attractive webpage, full of useful information. As the users avoid uninteresting and out-of-date sites, they become richer in content and technologically upgraded. Web content management systems (CMS) are in great help with building the web sites - modern websites are possible to be build and the maintenance of them is simple. The web designer doesn't need the knowledge of the mark-up language HTML. They can independently, without the help of the company which has built the site, change the text and other webpage elements. In the article the comparison of the Wordpress and Joomla, the two free CMS, is presented. The systems are chosen according to the worldwide use. An open source code content management system Joomla arose in 2005 and quickly became one of the most efficient and one of the most popular CMS. Wordpress is also an open source code system. It was made mostly as a tool for creating blogs, but later it grew into worldwide CMS.

Keywords: *web content management, dynamic website, web content management system – CMS, Joomla, Wordpress*



Izzivi destinacijskega managementa v turizmu

Challenges of destination management in
tourism

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The Application of Generic Skills in Educational Programmes in Tourism

Abstract

Education - yesterday, today and tomorrow. We believed we had a good education. Nowadays we struggle with European standards imposed to us by our desire to join Europe. Our future is in the mist because we seem unable to get out of the past. Today's tourism employees should first of all accept the need for lifelong learning. Imposing of lifelong learning implies the willingness to accept new technologies and generic skills. Non-formal education rounds up all that the formal education system does not provide. However, the problem is systemic and requires system solutions. Tourism as a discipline to be developed is the subject of almost all development strategies in our environment. Experts awarded to us to solve our internal problems see tourism as an opportunity to exit the crisis, but those responsible for education reform are either not informed or uninterested. Thus, desires possibilities and intentions do not meet. We can be classified as globalists or anti-globalists, but one thing is certain - globalization implies the need for education to match the area of work.

Keywords: generic skills, education, globalization



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Differentiation strategy and competitive advantage of luxury hotels in Croatia

Abstract

Competitive advantage, as such, is something that every company strives for (in every industry) and therefore it should be the basis and the principle of the company's strategy. Research on sources of competitive advantage of luxury hotels in Croatia showed that luxury hotels as main source of competitive advantage consider human capital, i.e. teamwork, quality of people and the quality of provided service and the most important criteria are considered reliability and flexibility. The research proved that hotels quickly adapt to changes, but also that there is no much attention given to monitoring trends. This paper seeks to attract attention to the attractiveness of the hotel industry, specifically of the strategy and the operations conducted in Croatia, and, at the same time, paper pays attention to luxury hotels, as they almost did not exist in the last 20 years.

Keywords: differentiation strategy, competitive advantage, sources of competitive advantage, luxury hotels, Croatia



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Izzivi urbanega mestnega turizma

Povzetek

Članek opisuje osnovne pojme, vprašanja in ključne izzive za konkurenčne in v prihodnost zazrte urbane turistične destinacije. Mesta, kot velika urbana naselja imajo zapleteno naravo in iz tega je mogoče trditi, da je tudi oblikovanje in promocija omenjenih destinacij zahtevna. Promocija zahteva

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vključitev tako mestnega prebivalstva, lokalnih oblasti in državnih oblasti, ki s celostnim pristopom upravljajo in nadzorujejo promocijo določene destinacije, kjer pa ne smejo pozabiti na načela in strateške vizije konkurenčnosti in trajnostnega razvoja. V prispevku se skozi preučeno literaturo osredotočamo na globalne izzive, oceno trendov ter potrebe in priložnosti za mestne destinacije. Turizem je v mnogih mestih in regijah postal gonilna sila gospodarstva in ekonomske rasti. Čedalje večja konkurenca na tem področju pa zahteva razvoj konkurenčnih prednosti in dobro upravljanje in promocijo destinacije. Cilj prispevka je predstaviti ključne izzive urbanega mestnega turizma. Prispevek bo vseboval primere dobrih praks v urbanem destinacijskem managementu, poleg tega pa bomo predstavili tudi stanje mestnega turizma v Sloveniji.

Ključne besede: turizem, urbani turizem, mestni turizem

The challenges of urban tourism

Abstract

This paper describes the basic concepts, issues and key challenges for the competition and future perceiving urban tourist destination. Cities such as large urban areas have a complex nature and from this it can be argued that the creation and promotion of these destinations is challenging. Promoting of the city needs to include the urban population, local authorities and state authorities, through an integrated approach, manage and control the promotion of a destination, which must not forget the principles and strategic vision of competitiveness and sustainable development. This paper examines through literature focusing on global challenges, assess trends, needs and opportunities for urban destinations. Tourism in many cities and regions become the driving force of the economy and economic growth. The growing competition in this area requires the development of competitive advantages and good governance and promotion of destinations. The aim of this paper is to present the key challenges of urban tourism. Paper will contain examples of good practice in urban destination management, in addition, we will present state of the urban tourism in Slovenia.

Keywords: *tourism, urban tourism, city tourism*



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Vloga nostalgije pri trženju turističnih destinacij

Povzetek

V zadnjih letih smo tako v turizmu, kot tudi v drugih gospodarskih panogah priča tako imenovanemu »retro bumu«, s pomočjo katerega posamezniki podoživljajo preteklost. Turistične destinacije, oziroma oblikovalci trženjskih strategij, lahko nostalgijo uporabijo za privabljanje gostov, vendar pa morajo biti pri tem pozorni, saj lahko vključitev elementov iz preteklosti pri oglaševanju nekatere ljudi odvrne od obiska. Nostalgčni elementi v turizmu, kateri privabljajo posameznike v destinacije, in jih povezujejo z njihovo preteklostjo, pa naj si bo to zaradi dogodka, ki je zaznamoval posameznika, ali pa gre za podoživljanje preteklosti s pomočjo ponovnega obiska destinacije, ki veže obiskovalca na otroštvo, mladost, srečno življenje, itd., so zelo pomemben del trženjskih načrtov turističnih destinacij. Namen prispevka je preučiti nostalgijo, zlasti nostalgijo, ki je povezana z določenim krajem in njegovimi možnostmi za razvoj blagovnih znamk in oglaševanje v turizmu. V prispevku je s primeri prikazan pomen nostalgije pri trženju turističnih destinacij. Ta prispevek bo v pomoč vodilnim v turizmu, ki si prizadevajo za izboljšanje učinkovitosti in povečanje prepoznavnosti svoje destinacije.

Ključne besede: turizem, nostalgija, trženje, turistična destinacija

The role of nostalgia in the marketing of tourism destinations

Abstract

In recent years in tourism and in other industries we are witnessed the so-called "retro boom" through which individuals reliving the past. Tourist destinations, designers and marketing strategies, can use nostalgia to attract guests, they should be careful with this because you can integrate elements from the past in advertising, some people are deterred from

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visiting. Nostalgic elements of tourism, which attracts individuals to place and connect them with their past, whether this is due to an event that marked an individual or about reliving the past through re-visit destinations that binds the visitor to childhood, youth, happy life, etc., are a very important part of the marketing plans of tourist destinations. The purpose of this paper is to examine the nostalgia, especially nostalgia that is associated with a particular location and its potential for the development of brands and advertising in tourism. In this paper, with examples shown the importance of nostalgia in marketing tourist destinations. This contribution will assist the managers in the tourism sector, aiming to improve the efficiency and increase the visibility of their destinations.

Keywords: tourism, nostalgia, marketing, tourism destination



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Hitri poslovni sestanki in mreženje (Business speed dating) v turizmu

Povzetek

Business speed dating – hitri poslovni sestanki so se razvili iz hitrih zmenkov. Namen hitrih zmenkov so hitra časovno omejena (nekaj minutna) srečanja, katerih namen je v najkrajšem času spoznati kar največ ljudi. SpeedDating, kot ena beseda, je registrirana blagovna znamka Aish HaTorah. Speed dating, v obliki dveh ločenih besed, se pogosto uporablja kot splošen izraz za podobne dogodke. Prvi hitri sestanek je bil izveden v leta 1998 v Peet's Cafe na Beverly Hillsu, ZDA. Hitri poslovni sestanki predstavljajo enkratno poslovno priložnost za spoznavanje novih poslovnih partnerjev. Njihov namen je širiti posameznikovo socialno mrežo. Namen podjetij je vzpostaviti kontakt z kar največ novimi potencialnimi poslovnimi partnerji. Hitro mreženje (ali hitra poslovna srečanja) so oblika sestankov, namenjenih vzpostavitvi poslovnih stikov. Določen kratek čas se praviloma prekinja z zvončkom ali s piščalko. Hitro mreženje vključuje večje število oseb v enem prostoru. Udeleženci se v kratkem času najprej pozdravijo in se kratko ter jedrnato predstavijo. Med pogovori si pari sogovornikov

izmenjajo hitre poslovne informacije. Udeleženci mreženja želijo spoznati nove osebe in iščejo priložnosti za pridobivanje novih trgov in/ali razširiti svoj nabor prodajalcev. Področje turizma predstavlja in omogoča paleto različnih možnih oblik izvedbe hitri poslovnih sestankov tako za goste kot za zaposlene oz. potencialne nove goste. V članku je prikazanih 7 različnih možnih oblik hitrih poslovnih sestankov v turizmu. Na koncu naše predstavitve prispevka na konferenci bomo tudi v živo z udeleženci izvedli hitri poslovni sestanek.

Ključne besede: business speed dating, hitri poslovni sestanek, turizem, poslovna priložnost, novi gostje

Business speed dating session and networking in Tourism

Abstract

Business speed dating - quick business meetings have been developed from dating meetings. The purpose of speed dating is as rapid time-limited (a few minutes) meetings. The purpose of this meeting is to get to know more people in a short time. SpeedDating, as a single word, is a registered trademark of Aish HaTorah. Speed dating, as two separate words, is often used as a generic term for similar events. The first speed-dating event took place at Peet's Café in Beverly Hills in late 1998. Quick business meetings are a unique business opportunity to meet new business partners. Their purpose is to expand one's social network. The purpose of business speed dating is to establish contact with as many new potential partners. Speed networking (or speed business meeting) is a meeting format designed to accelerate business contacts, generally with a bell. Primarily, the practice involves multiple people that gather in a single space in order to exchange information. Participants greet each other in a series of brief exchanges during a set period of time. During an interaction, attendees share their professional backgrounds and business goals. Networkers are generally seeking exposure to new markets and/or to expand their pool of vendors. Tourism industry represents a range of different possible forms of high-speed performance of business meetings for both guests and employees or potential new business partners. In this article we will show seven different possible forms of high-speed business meetings in tourism. At the end of our presentation in conference, we will also make with the participants performed quick business meeting.

Keywords: business speed dating, quick business meeting, tourism, business opportunity, new guests



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Kako v Celju obogatiti turistično ponudbo?

Povzetek

Celje kot biser ob Savinji, knežje mesto, sejemska prestolnica, izobraževalno, kulturno upravno ter gospodarsko središče z izjemno bogato zgodovinsko in kulturno dediščino, ki sega v čase vse do halštatskega obdobja, to je v 4. stol. pr. n. št., ima gostom zagotovo kaj pokazati. Kljub temu s podatki o obisku našega mesta ne moremo biti zadovoljni, saj mesto obišče izredno malo stacionarnih gostov. Večinoma so to poslovneži, ki v mesto prihajajo v času sejmov ali pa na poslovna srečanja, veliko je tudi športnikov, precej manj pa je kulturnikov, ki se udeležujejo različnih tekmovanj oziroma prireditev. V mestu le redko ostanejo dlje, kot jim narekujejo obveznosti. V najinem prispevku sva razmišljali o tem, kje se v Celju še skrivajo potenciali, kako v mesto privabiti mlajše generacije, na primer študente kot najbolj mobilni del populacije in mlade družine, in jih pripraviti do tega, da bi v Celju preživeli nekoliko več časa, kot traja običajno vodenje po mestu. Zagotovo imamo v rokavu še precej neizrabljenih adutov na področju marketinga. Prav tako verjameva, da bi se vsi, ki se na kakršen koli način ukvarjajo s turizmom, morali povezati in na trgu nastopati skupaj. Morda bi kakšnega gosta uspeli pridobiti tudi z bolj premišljeno uporabo novih medijev.

Ključne besede: Celje, turizem, potenciali, mlajše generacije, mlade družine, novi mediji

How to enrich the tourist offer of Celje?

Summary

Celje, a pearl by the Savinja river, the city of counts, the fair capital, educational, cultural and economic centre with exceptionally rich historical and cultural heritage from as far back as the Hallstatt period, 4th century B.C., certainly has a lot to offer. In spite of all things mentioned, we cannot be satisfied with the number of guests visiting Celje. Mostly these are business people who come to a fair or a business meeting, some sportsmen to participate in competitions, and a very few who come to cultural performances. All of them rarely stay longer than absolutely necessary. In our research work we were trying to find new potentials of attracting younger generations, such as students, who are the most mobile part of the population, and perhaps young families to our town, and make them want to stay a little longer than what the usual sightseeing tour lasts. Surely, we have plenty of unused marketing tricks at our disposal. In addition to this, we believe that all people working in tourism should unite and appear on the market together. Maybe we could attract hotel guests with the carefully planned use of new media.

Keywords: *Celje, tourism, potentials, younger generations, young families, new media*



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Organizacija mednarodnih tekmovanj karateja v Sloveniji

Povzetek

Pri organizaciji večine mednarodnih karate tekmovanj v Sloveniji se ne upoštevajo potrebe tekmovalcev, ki jih imajo v zvezi s tekmovalno dvorano, ogrevalnim prostorom in prehrano ter pijačo za tekmovalce, zato karate in organizacija omenjenih tekmovanj ne doživlja intenzivnega razvoja. Po pregledu strokovne literature in virov smo ugotovili, da se do sedaj s to problematiko, razen avtorja tega članka, ni ukvarjal še nihče, zato smo v raziskavi proučili katere so ključne potrebe in pričakovanja karateistov na omenjenem področju na mednarodnih karate tekmovanjih v Sloveniji. Najprej sta bila izvedena fokusna skupina med karateisti in globinski intervjuji s trenerji karateja. Na osnovi literature in virov ter rezultatov kvalitativne raziskave je bilo v Aprilu 2013 opravljeno spletno anketiranje med 110 karateisti. Rezultati raziskave so pokazali, da se večina karateistov (55,4%) raje udeleži tekmovanj v večjih dvoranah. Rezultati raziskave pa niso potrdili, da bi bil ustrezen ogrevalni prostor zelo pomemben karateistom, saj tak prostor zelo pogreša in pogreša le 48,2% tekmovalcev. Je pa za večino karateistov (55,5% vseh) zelo pomembno in pomembno, da imajo na voljo ustrezno hrano in pijačo. Rezultati raziskave predstavljajo osnovo za izboljšavo organizacij mednarodnih karate tekmovanj v Sloveniji ter izhodišče za prihodnja raziskovanja na področju karateja.

Ključne besede: karate, mednarodno tekmovanje, dvorana, ogrevalni prostor, hrana in pijača

Organization of the international karate competitions in Slovenia

Abstract

By organizing the majority of the international karate competitions in Slovenia we do not take into consideration the competitors' needs, the needs the competitors have in connection with the athletics' hall, the heating space and with food and drinks for competitors. Because of that karate and organization of the above mentioned competitions do not experience the intensive development. We have found out by a thorough examination of the literature as well as other sources that nobody, apart from the authors of this article, has till yet put attention on this problem. For this reason we have examined in our research the key needs and expectations of the karate players in the above mentioned field of the

international karate competitions in Slovenia. Firstly, the focus group among karate players was established and thorough interviews with karate trainers were carried out. On the basis of the literature and other sources as well as the results of a qualitative research, the internet inquiries were made among 110 karate players in April 2013. The research results have showed that the majority of the karate players (55, 4 %) prefers the competitions in larger athletics' halls. Nevertheless, the research results haven't confirmed the fact that the heating space would be a very important to karate players. Such a space is very important and important only to 48, 2 % of the competitors. On the contrary, for a majority of karate players (55, 5% of all questioned persons) it is very important as well as important to have at a disposal proper food and drinks. The research results represent the basis for a further improvement of the international karate competitions' organization in Slovenia and they represent a starting - point for further research analysis in the karate field.

Keywords: karate, international competition, athletics' hall, heating space, food and bevarages



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Število igralcev na igralni mizi, kot element učinkovitosti igralnic in zadovoljstva gostov

Povzetek

Področje optimizacije na igralnih mizah se pretežno usmerja na vidik igralnice. Vodstva igralnic namreč iščejo najoptimalnejše pokritje med stroški in prihodki. Teoretično to pomeni manjše kot je število igralcev na posamezni igralni mizi, hitrejša je igra. In hitrejša kot je igra, večje prihodke ustvari igralnica. Toda zakaj je v igralnici večina igralnih miz bodisi praznih ali pa polnih? Nas je zanimalo kaj povečuje zadovoljstvo gostov pri igri. Še posebej kaj je gostu motiv da pristopi k prazni igralni mizi. Raziskava je bila opravljena v Novogoriških igralnicah leta letu 2007 in 2008. Zajela je 222

naključnih gostov. Opravljena je bila v sklopu večje raziskave. Izvedene ja bila tudi fokusna skupina med 10 zaposlenimi. Ugotovili smo da igralci raje pristopijo k igralni mizi kjer je več gostov. To utemeljujejo s tem da se tam počutijo bolje. Poleg tega menijo da niso tako na očeh drugim obiskovalcem igralnice (neigralcem). Igralniškimi operaterjem zato priporočamo da dajo še večjo pozornost na počutje gostov. Pogosteje naj jih vključijo v raziskave o njihovem zadovoljstvu. Še večji povdarek pa morajo dati usposabljanju zaposlenih o prodajnih veščinah. Na ta način bodo namreč le-ti znali goste privabiti k prazni igralni mizi.

Ključne besede: igralništvo, igralna miza, krupje, igralci, igralniška realizacija

The number of casino table players as an element of gaming performance and guest satisfaction

Abstract

Optimizations of the gaming tables are mainly focused on the aspect of the casino management. Management of casinos is looking for optimal coverage of the costs and revenues. Theoretically, this means the fewer number of players are at each gaming table, the faster the game. And faster game means bigger revenues. But why are the majority of casino gaming tables, either empty or full? We wanted to know what increases guest satisfaction in the game. In particular, what is the motive for a guest to play at the empty gaming table? Research was carried out in 2007 and 2008 in Nova Gorica casinos. It included 222 random guests and a focus group of 10 employees. We found that players prefer to join the gaming table where there are more guests, because they feel better there. Moreover, they are not as noticeable to other casino visitors (non gamblers). It is therefore recommended that casino operators give more attention to the feeling of the guests. They should also frequently conduct surveys concerning guests' satisfaction. Greater emphasis should be also given on the training employees on sales skills to invite guests to empty tables.

Keywords: gaming, game table, the croupier, players, gambling revenue



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Uspešnost poslovnega sistema v turizmu in oblikovanje ustrezne organizacijske kulture

Povzetek

Članek obravnava študijo primera poslovnega sistema v turizmu, ki je zaradi slabih poslovnih rezultatov pred nedavnim prenehal z obratovanjem. Podjetnik je pred nekaj leti na licitaciji kupil počitniški objekt v naravi sredi gozda z namenom, da bi ga dogradil in tam organiziral različne poslovne dodatne dejavnosti, kot so, izobraževanje in turistične dejavnosti. Objekt so obnovili in na novo dogradili po najnovejših standardih. Dodatna dejavnost podjetja je imela velik potencial za razvoj številnih dejavnosti v neokrnjeni naravi. Kljub mnogim potencialnim možnostim in na novo zaposlenim kadrom pa je na novo ustanovljeni poslovni sistem posloval z izgubo, ki se je iz meseca v mesec le še stopnjevala, dokler ni po enem letu prenehal poslovati. Članek predstavi trenutno stanje poslovnega sistema, razišče vzroke za poslovni neuspeh iz različnih vidikov, še posebej se osredotoča na raziskavo o organizacijski kulturi v pričujoči študiji primera, ki bi morala podpirati uresničevanje vizije uspeha lastnikov in zaposlenih. Raziskava ugotavlja, da so lastniki neustrezno načrtovali dejavnost, niso oblikovali ustrezne organizacijske kulture, ki bi narekovala strategijo razvoja, zaposlovanje ustreznega kadra, ki bi sledil viziji in poslanstvu podjetja, kar je imelo za posledico poslovni neuspeh, ki se je pokazal že takoj na začetku poslovanja. Nadalje članek ugotavlja, da vodenje ni bilo ustrezno, da zaposleni niso imeli jasno predstavljene vizije razvoja podjetja, niso bili zadovoljni in motivirani za delo. Članek na koncu poda potencialna izhodišča za ponovni zagon dejavnosti in oblikovanje novih dopolnilnih dejavnosti.

Ključne besede: poslovni sistem, turizem, poslovni uspeh, organizacijska kultura, motivacija, znanje

Business systems' success in tourism and creating corresponding organisational culture

Abstract

The article deals with the case study of a business system in tourism which recently failed because of bad business results. An old business object was bought years ago by an entrepreneur, whose intention was to renovate it and start new business at educational and touristic activity in the middle of the forest. They have renovated the main object and built a new additional part following the latest standards. There was a potential to develop numerous touristic business activities in the middle of the unspoiled nature. The new business system managed with loss from month to month, in spite of new employed staff and great potential of activities which never developed and after a year they failed and close the enterprise. The article introduces the present state of the business system, researches the failure causes from different aspects, with the emphasis on organisational culture research which should follow strategic development, recruitment and vision. The research finds out the lack of corresponding planning, the owners did not design the effective organisational culture which should dictate the strategy of development, recruitment of corresponding staff, who would follow the vision of the enterprise and all mentioned situations brought out the loss and failure which appeared at the beginning. The article establishes further on that the management was not suitable, that the staff did not know the development's vision, were not satisfied and were not motivated for work. The potential options for restarting the basic business activity and design the new additional business activities are indicated at the end of the article.

Keywords: business system, tourism, business success, organisational culture, motivation, knowledge



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Innovating the development concept to enhance the competitiveness of destination Kvarner

Abstract

Despite the positive trends in times of recession, both Kvarner and Croatian tourism industry fail to fully valorise the preconditions for its development. While the numbers of tourist arrivals and overnights are highlighted, the figures pertaining to financial performance are skated over. The advantages of the Kvarner tourism offering are based on natural preconditions, whereas weaknesses can be found in all segments of tourism superstructure, as well as in the non-differentiated mass tourism offering and the lack of distinctiveness resulting in pronounced seasonality and low tourist spending. An innovating concept of Kvarner tourism development needs to turn the comparative advantages (natural beauty) into competitive advantages based on innovation and quality in responding to globalisation challenges and turbulent market changes. This paper provides a situational analysis (the attitudes of tourists, residents and tourism management) and sets qualitative and quantitative goals, as well as means of innovating operational strategies (R/D strategy, marketing strategy, offer strategy, human resource strategy), at the level of three sub-regions (coastal area, islands and the highlands) with the aim of repositioning the Kvarner on the market as a competitive and an appealing destination. The synergy of natural and geographic diversity and the micro-destinations' offer in branding Kvarner as a distinctive and unique product based on local and indigenous values, enriched offer, events and a new value system relying on knowledge, intellectual capital and a new attitude toward tourists, guarantees the qualitative transformation of the Kvarner tourism. The research represents an upgrade of the concepts and strategies in tourism development in the Kvarner region (Kvarner Tourism Marketing Plan 2009-2015 and Kvarner Tourism Development Master Plan). It opens new questions regarding the dynamics of the tourism

Challenges of destination management in tourism

market, but also offers solid, qualitative solutions to the necessity of continuous improvement and optimisation of all segments of tourism.

Keywords: tourism, Kvarner, competitiveness, tourism development concept, repositioning



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Education for hotel management in a touristic destination

Abstract

Changes in the overall economic society, needs of an economy and courses of development of new technologies require adequate education and skillful individuals. Education in tourism for destination development requires a totally different approach in its essence rather than provided by the classic system of business schools. A contemporary hotel management can be efficient if its work is based on non-knowing the surrounding and without any interest for destination space ongoing. Experts such are Coste, Mellahi, Parker and Jary, and other openly criticized the approach based on understanding that everything is founded on neo-liberal concept where the matter of profit is something that management is exclusively interested about. To that effect, the function of general manager is to be understood properly as he represents a key figure to manage and supervise all business operations within a hotel and to represent, in the best possible way, the business politics and its goals envisaged by the ownership structure. In general terms, tasks and duties of GM's can be observed within five basic managerial processes: planning, organizing, human resources and control, meaning they design goals and tasks leading to such goals, define organizational structure to be an implementing tool for the respective

plans, they select personnel they are about to work with in the implementation phase etc.

Keywords: educational system, tourism, hotel industry, general manager



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Zagotavljanje kakovosti v gostišču Celestina s pomočjo benčmarkinga

Povzetek

Konkurenca na trgu je vedno večja, pričakovanja gostov tudi. Turistično podjetje, ki pozna in zazna gostove želje in pričakovanja, je v prednosti pred konkurenco. Če želimo vse to doseči, moramo najprej vedeti, kakšna pričakovanja imajo gostje, ki obiščejo gostišče Celestina ali katero drugo destinacijo. Ko bomo vedeli, kakšna so njihova pričakovanja, bomo lahko poskrbeli za njihovo zadovoljstvo. Da to dosežemo, je treba zagotoviti kakovostno opravljeno storitev, ponuditi okusno hrano in imeti usposobljeno osebje. Če bomo to dosegli, se bodo gostje zagotovo vračali. Namen referata je preučiti, kako zagotavljajo kakovost v gostišču Celestina ter jo primerjati z drugimi turističnimi podjetji oziroma ponudniki. Ugotovili smo, da imajo gostje v gostišču Celestina zelo visoka pričakovanja z vidika kakovosti. Največ jim pomeni (povprečna ocena 4,82) kakovostna ter domača ponudba. Prav tako jim veliko pomeni kakovostna storitev (povprečna ocena 4,78) ter gostoljubnost osebja (povprečna ocena 4,75). Gostje v gostišču Celestina so najbolj zadovoljni s kakovostjo hrane (povprečna ocena 4,88), sledi ji zadovoljstvo z gostoljubnostjo osebja, odnosom do gostov ter reševanjem reklamacij (povprečna ocena 4,86), najmanj pa so zadovoljni z lokacijo (povprečna ocena 4,22). Ugotavljamo tudi, da bi bilo zelo zaželeno, da bi gostišče Celestina uvedlo za goste tudi

Knjigo pohval in pritožb, kot je to praksa v Thermani Laško in restavraciji Grič ter periodično (npr. vsaki 2 leti) izvajalo ankete o zadovoljstvu gostov.

Ključne besede: kakovost, benčmarking, turizem, menedžment, gostišče Celestina

Ensuring quality in the Celestina Inn through benchmarking

Abstract

The competition on the market is increasing, and so are the guests' expectations. A tourist company that knows and perceives its guests' wishes and expectations has advantage over the competition. If we wish to achieve that, we first need to be familiarised with expectations of the guests who visit the Celestina Inn or any other venue. Once we know their expectations, we will be able to satisfy them. In order to do that we need to provide quality service, offer delicious food, and hold competent personnel. If we succeed in that, the guests will undoubtedly return. The purpose of this seminar is to study how the quality in the Celestina Inn is ensured, and compare it with other tourist companies or service providers. We determined that the guests of the Celestina Inn have very high expectations quality-wise. What means the most to them (average assessment 4.82) is quality and local offer. They also cherish quality service (average assessment 4.78) and hospitality of personnel (average assessment 4.75). The guests of the Celestina Inn are most pleased with food quality (average assessment 4.88), followed by hospitality of personnel, their relation towards the guests, and solving complaints (average assessment 4.86), whereas they are least satisfied with the location (average assessment 4.22). We also determined that it would be desirable if the Celestina Inn introduces Commendations and Complaints Book, as the practice is in Thermana Laško and restaurant Grič, and periodically (e.g. every 2 years) conducts guest satisfaction surveys.

Keywords: quality, benchmarking, tourism, management, Celestina Inn



Perspektive na področju financ in računovodstva

Financial and accounting perspectives

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Importance of Monte Carlo Simulation in Capital Budgeting Process

Abstract

Monte Carlo Simulation in Capital Budgeting Process provides better understanding of risk and uncertainty in discounted cash flow analysis (DCF). The traditional methods of the risk analysis in Capital Budgeting Process such as sensitivity analysis and scenario analysis do not provide information of probability of the failure or success of a capital investment projects. The use of the Monte Carlo Simulation in decision making process provides probability distributions of all predetermined variables (NPV, IRR), respectively estimation of probability of success of a project. Among other results Monte Carlo Simulation quantifies how each assumption affects the NPV or IRR of the project. Although Monte Carlo Simulation can help managing risk and uncertainty in the decision making process, this method is not without limitations. Simulations can lead to misleading results if inappropriate inputs are entered into the model. The conclusion is that only the combination of the traditional methods of risk analysis and the Monte Carlo Simulation in Capital Budgeting Process ensure the optimal selection of capital projects. However, it is important to emphasize that the quality of the results is directly related and proportional to the quality of inputs used, in all the methods.

Keywords: Monte Carlo simulation, Capital Budgeting process, discounted cash flow analysis, sensitive method, scenario method



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Vloga računovodje pri vrednotenju in določanju plač zaposlencev v slovenskih podjetjih

Povzetek

Uspešni rezultati poslovanja podjetja so povod za nagrajevanje njegovih zaposlencev. Na podlagi slednjega v raziskovalnem članku obravnavamo pomen sodelovanja računovodje pri vrednotenju in določanju plač zaposlencev ter pri oblikovanju plačne politike v posameznem podjetju. Zaposleni so osnovni tvorci vsakega poslovnega procesa in zato mora biti njihova plača pravilno in pravično ovrednotena; hkrati pa v skladu s posameznikovim doprinosom, ki ga lahko ekonomsko ovrednoti le računovodja. V raziskavi, ki je predstavljena v empiričnem delu tega raziskovalnega dela, smo ugotovili, da v večini podjetji, kjer računovodja sodeluje pri vrednotenju in določanju višine plač zaposlencev, so le ta nadpovprečno uspešna. Tako smo dokazali, da je potrebno v vsakem podjetju imeti stroške dela pod nadzorom in da jih je potrebno pravilno ovrednotiti ter jih obravnavati na enak način kot ostale stroške poslovnega procesa.

Ključne besede: vrednotenje plač, zaposleni, plačna politika, računovodja, stroški dela

The role of accountant in the evaluation and determination of salaries in the Slovenian enterprises

Abstract

Successful results of the company have been the subject of rewarding their employees. On the basis of this thesis in a research article discusses the importance of participation of accountants in the evaluation and determination of employee salaries and wages policy in the each company. Employees are the main creators of process and, therefore, these must be paid properly and fairly evaluated, but in accordance with returns that accrue to the individual, which can be economically evaluated only the

Financial and accounting perspectives

accountant. The study, which was presented in the empirical part, we found that in most companies where the accountant involved in evaluating and determining the level of employee salaries, these are exceptionally successful. Thus, during the research demonstrated the need for the company to have labor costs under control and that they can be properly evaluated and treated in the same manner as other costs of the business process.

Keywords: evaluation of wage, employees, wage policy, accountant, labor costs



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Finančna pismenost in varčevalne navade Slovencev

Povzetek

Vodenje osebnih financ predstavlja eno izmed najzahtevnejših človekovih nalog. Če se tega lotimo brez ustreznega znanja in sposobnosti, se nemalokrat konča slabo. Takšne primere vidimo vsakodnevno, še bolj pa pridejo do izraza v času gospodarske krize, ko so razmere že tako napete tudi za tiste, ki znanje in sposobnosti imajo in so se na krizo pravočasno pripravili. Ljudje se v obdobju blaginje pretirano zadolžujejo z namenom porabe, ne pa zaradi nujnosti. Poskus razumeti, zakaj ljudje sprejemajo nespametne odločitve in kako jih prepričati, da tega ne bi počeli, je glavni vidik finančnega opismenjevanja Slovencev. Finančna pismenost neposredno vpliva na finančne odločitve, ki jih vsak posameznik sprejema v svojem imenu ali v imenu družine. V tej temi se lahko najdejo vsi, ki so si kadar koli očitali, da bi »to« takrat, ko je bilo mogoče naredili ali pa ne, če bi vedeli to kar vedo danes. Torej so uporabniki izsledkov lahko vsi, ki bi radi naredili korak naprej v razumevanju pravih in pravočasnih finančnih odločitev, lahko pa bi bila tudi država, če bi hotela dvigniti raven finančne pismenosti in posledično zmanjšati pritisk na proračun. Rezultati raziskave kažejo na to, da je raven finančne pismenosti v Sloveniji nizka,

vendar pa nadpovprečna finančna pismenost in formalna stopnja izobrazbe vplivata na varčevalne navade.

Ključne besede: finančna pismenost, varčevanje, varčevalni motiv, varčevalne navade, varčevalne naložbe, osebne finance

Financial literacy and savings habits of Slovenians

Abstract

Management of personal finances is one of the most complex human tasks. If you shall be going into this without proper knowledge and skills shall be often ends badly. Such cases are seeing every day, and even more come to the fore in times of economic crisis, when the situation is already tense even for those who have the knowledge and skills and are prepared to the crisis. People do in a period of prosperity excessively borrowing for consumption purposes rather than because of necessity. Trying to understand why people make irrational decisions, and how to convince them that would not do that, is a key aspect of financial literacy Slovenes. Financial literacy has a direct impact on the financial decisions that each person takes in their own behalf or on behalf of the family. In this topic, you can find anyone who ever criticized that "it" when it can be done or not, if you knew what you know today. So users of the results can be anyone who wants to make a step forward in the understanding of accurate and timely financial decisions, but it could also be the country if we wanted to raise the level of financial literacy and, consequently, reduce the pressure on the budget. The research results show that the level of financial literacy in Slovenia is low, but above-average financial literacy and formal education level affect the savings habits.

Keywords: financial literacy, saving, saving motive, saving habits, saving investments, personal finance



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The impact of the personal allowance on reduction of the tax base in Croatia

Abstract

The author of this article explains the impact of the personal allowance to reduce the tax base and the ability to use magnification personal exemption depending on the tax characteristics of the taxpayers. From the standpoint of justice tax regulations provides that the practice of exempting subsistence level, which is determined in a certain fixed amount and is called the personal allowance. Minimum subsistence allowance or a portion of income that is not taxed and that reduces the tax base and its intention is to cover the basic needs of every taxpayer. Pursuant to the regulations in Croatia allowance can be used in the monthly payroll, the final calculation of income tax at the end of the tax period or submitting tax returns.

Keywords: personal allowance, salary, income from employment



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Dobičkonosni, vendar nelikvidni blagovni producenti – svojevrsten paradoksalni fenomen v realnem sektorju gospodarstva

Povzetek

Tudi poslovno uspešni blagovni producenti so se v zadnjih nekaj letih po nastopu finančne krize in gospodarske recesije v letu 2008 znašli v izjemno

Perspektive na področju financ in računovodstva

težavnih likvidnostnih razmerah. V realnem sektorju gospodarstva posluje še vedno nekaj velikih podjetij, ki so poslovno uspešna, čeprav je kriza poslabšala njihove poslovne rezultate (manjši dobiček, nižja vrednost delnice), med katerimi pa so tudi taka, ki se soočajo z likvidnostnimi težavami. Med blagovnimi producenti so srednja in mala podjetja, ki so dobičkonosna in imajo razmeroma visok donos kot posledico v preteklosti sprejetih preudarnih poslovnih in investicijskih odločitev. Na žalost pa so se mnoga izmed njih kljub poslovni uspešnosti, merjeni ali z dobičkonosnostjo prodaje ali z dodano vrednostjo na zaposlenega ali pa z donosnostjo kapitala, ujela v likvidnostno past. V obeh primerih gre za svojevrsten paradoks, ki ga lahko označimo "dobičkonosna, a nelikvidna podjetja" (*profit rich and cash poor*). V svojem prispevku se avtor ukvarja prav s tem fenomenom. Razloge za zaostrene likvidnostne razmere poslovno uspešnih blagovnih producentov bi lahko pripisali zaostrenim pogojem na finančnih trgih, kjer še vedno prevladuje nezaupanje finančnih institucij in njihova zadržanost pri kreditiranju blagovnih producentov (kreditni krč), splošnemu pomanjkanju kapitala, še posebej pri obstoječih lastnikih, ki niso zmožni rekapitalizirati svojih podjetij (lastniški krč), do tujih potencialnih investitorjev pa so zadržani in odklonilni, nadalje pretirani zadolženosti gospodarskih subjektov (kapitalska neustreznost in visok finančni vzvod) in splošni finančni nedisciplini, to je nespoštovanju zakonsko določenih in pogodbeno dogovorjenih plačilnih rokov. Lahko bi še naštevali razloge, kot so na primer kriza vrednot (neupoštevanje moralno etičnih načel finančnega kodeksa v poslovanju med blagovnimi producenti) in drugi. V tem prispevku se avtor osredini na finančno področje poslovanja uspešnih, dobičkonosnih gospodarskih subjektov, ki pa imajo likvidnostne težave, in obravnava njihovo poslovanje z vidika pravkar naštetih finančnih vidikov. V ospredje postavi njihov denarni tok, ki kljub ustvarjenemu dobičku oziroma EBITDI ni zadosten. Postavi tezo, da je samo pozitiven denarni tok merilo in zagotovilo za finančno vzdržnost blagovnih producentov na dolgi rok. Avtor podrobneje našteva in opisuje razloge za njihovo težavno likvidnostno stanje in jih utemeljuje s sodobno finančno teorijo ter ponazarja z nekaj praktičnimi in hipotetičnimi primeri. V svojem prispevku proučuje odnos donosnost – likvidnost blagovnih producentov kot paradoks *sui generis*. Med drugim podaja pregled kazalnikov, s katerimi merimo oba atributa, in na praktičnem primeru izvede test insolventnosti. Nakazuje mogoče smeri ukrepanja in delovanja za izboljšanje njihovega likvidnostnega stanja in za ohranjanje njihove solventnosti na daljši rok.

Ključne besede: donosnost, likvidnost, insolventnost, denarni tok, zadolženost, finančni vzvod, kapitalska neustreznost

Profitable, but illiquid commodity producers – a special paradoxical phenomenon in the real economic sector

Abstract

Since last few years after the financial crisis and economic recession have occurred in 2008 and escalated in 2009, also profitable commodity producers have found themselves in the extremely severe liquidity situation. In the real economic sector there are still some big on-going companies, who are still profitable, although the crisis has deteriorated their business results (smaller profit, lower values of shares). However, quite a few among them are facing liquidity problems. Among the commodity producers, there are also some SMEs, who are profitable, who have relatively high return as being a result of the past reasonable business and investment decisions. Unfortunately, many of them in spite of their profitability measured either by sales profit margin or by value added per employee or by return on equity have been caught in the liquidity trap. In both cases we deal with a special paradox, which can be denoted as »profitable and illiquid companies« (profit rich and cash poor). In his paper the author deals exactly with this phenomenon. The reasons for the severe liquidity situation of the successful commodity producers can be attributed to the severe conditions in the financial markets, where untrust of the creditors still prevails, as well as their restraints as far as lending money to the commodity producers (credit crunch). One of the reason is general lack of capital, especially with the existing owners of the companies, who are not in the position to make share capital increase (equity crunch), and who exercise restraints and are rejectable toward the new potential investors. An extremely high indebtedness of the companies in the real economic sector (their equity inadequacy and high financial leverage) contributes significantly to such a severe liquidity situation. A general financial indiscipline can also be added as an important reason (disrespect for legal and agreed payment terms). The enumeration of other reasons can go on, as an example the crisis of values (disregard of the moral and ethical principles of the financial code in business among the commodity producers), etc. In his paper the author is focusing on the financial issue of the business operation of the successful, profit rich but cash poor commodity producers. He is highlighting their operation through the prism of the above mentioned financial aspects. Their cash-flow is put into the

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focus, which is not sufficient though in spite of the profit and EBITDA being made. He is setting the following hypothesis: only a positive cash-flow can be a measure and an assurance for the financial sustainability of the commodity producers in the long run. The reasons for their harsh liquidity situation are presented and described more in detail. They are explained by the help of the modern corporate finance theory and illustrated with some empirical and hypothetical cases. The relationship between profitability and liquidity of the commodity producers is studied as a paradox sui generis. A review of the financial ratios as the appropriate measures for both attributes are given, and an insolvency test on an empirical case is demonstrated. Some guidelines how to react in order to improve the liquidity situation of the companies and to retain their solvency in the long run are suggested.

Keywords: profitability, illiquidity, insolvency, cash-flow, indebtedness, financial leverage, capital inadequacy



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Fair value in agriculture

Abstract

Application of fair value during additional determination of assets value is in the large number of International financial reporting standards defined as possibility, not as obligation. However, when we talk about agricultural activity, application of previously mentioned fair value is defined as obligation, especially when we speak about evaluation of agricultural products. On the other hand, during evaluation of biological assets application of fair value can be excluded only in case of inability of reliable fair value determination and only during initial value determination of that kind of property. The same demands are set up also within demands of Croatian financial reporting standards which also ask for application of fair value during evaluation of agricultural products and biological property.

Within this article there are methods explained for determination of fair value of biological assets and agricultural products depending on whether active market exists for this kind of property or not. Beside that, risks are defined that are related to determination of fair value in case there is no active market for that kind of property, which is the most common case in business practice. On the end of the article there are shown results of conducted research about application of fair value in the agriculture within the global economic surroundings.

Keywords: fair value, biological assets, agricultural products, agriculture, MRS 41, HSFI 17



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IPO-initial public offering skozi zgodovino

Povzetek

V članku raziskujem za Slovenijo dokaj nove oblike vlaganj. Želim opozoriti na svetovno uporaben način investiranja inovativnih podjetji s privatnim lastniškim kapitalom pred vstopom na borzo. Zanima me, kaj se dogaja z vrednostjo delnice podjetja pred vstopom na borzo, kakšne so možnosti investiranja in zaslužka investorjev v tem obdobju. V tujini, zlasti ZDA za razvoj podjetja že več kot tri desetletja koristijo zasebni kapital. Naj naštejemo samo nekatera nam bolj znana podjetja, ki so izvedla IPO: Microsoft, Cisco, Apple, Google, Facebook. Iz zgodovine IPOjev je razvidno da so podjetja potrebovala za kotacijo na borzi povprečno od 5 do 8 let. IPO-INITIAL PUBLIC OFFERING označuje prvo javno prodajo delnic. Ugotavljam, da je smiselnost privatnega investiranja v inovativna perspektivna podjetja, ki nadomešča bančne kredite, za investitorje ena najbolj varnih in daleč najbolj donosnih finančnih instrumentov. Investitorji v okviru delniških skupščin, če želijo, lahko nadzirajo razvoj podjetja.

Ključne besede: IPO, inovativno podjetje, delnice, privatni kapital, borza, borzni indeksi, SEC

IPO-initial public offering trough History

Abstract

In the following article I was investigating rather new forms of investments for the Slovenian market. I wanted to point out a worldwide useful way of investment of innovating companies with a private equity before they enter the stock exchange market. I was interested in what is going on with the value of stock before it enters the market and what kind of investment and earnings are possible in that time. The interested subject was also the value of stocks before and after they enter on stock exchange market. Yet tree decades in America and all around the world there were a lot of companies like Microsoft, Cisco, Apple, Googe, Facebook, that were developed by a private equity. IPO refers to INITIAL PUBLIC OFFERING. I believe that the private investment is very reasonable when investing in innovative companies, that compensate the bank loan. This kind of operation is very good for both sites, for investor and for the company. The capital is used for patent and marketing development by developing company. Secondary the developing company gets a new potential market places and customers with international investors. On the other hand the investors in the stock assemblies control the development of company and with their share they also grant a return that can be ten times bigger than the return of stock index and fund.

Keywords: IPO, innovative company, shares, privateequity, stock market, stockindex, SEC



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Statistical methods usage in small enterprises in Croatia: impact to net income

Abstract

In order to improve competitiveness level and to achieve higher net income, small enterprises should use statistical methods in their businesses. The web survey was conducted on the sample of 631 small enterprises in Croatia in 2012. It was shown that the statistical methods are not being used in the most of Croatian small enterprises. The enterprises that use statistical methods on average have greater net income than the enterprises that do not use them. These findings should be considered by enterprises, statisticians, and statistics' teachers. The quantification of statistical methods applications impacts to the small enterprises net incomes gives additional value to the paper.

Keywords: small enterprises, statistical methods, logistic regression, complex survey design, net income



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Ozadje produkta življenjskega zavarovanja

Povzetek

Verjetno ni Slovenca, ki ne bi vsaj slišal za življenjsko zavarovanje. Zelo veliko jih ima tudi sklenjene pogodbe (police) z zavarovalnicami, katerim nakazujejo zavarovalne premije, te pa jim pa nudijo različne oblike zavarovalnih kritij in jim omogočajo naložbo denarja. Toda koliko zavarovancev ta produkt resnično pozna? Koliko ga poznajo zastopniki in posredniki, ki življenjska zavarovanja prodajajo. Kaj pravzaprav je življenjsko zavarovanje oz. kateri so njegovi najbolj pogosti elementi, ki ga

sestavljajo? Konkurenca sili ponudnike življenjskih zavarovanj v razvoj novih pristopov do zavarovancev in do novih oblik zavarovanj, ki pa temeljijo na istih osnovah in se razlikujejo med seboj po drobnih malenkostih in predvsem po zunanji podobi v marketinškem smislu. V članku je opisan vpogled v samo strukturo življenjskih zavarovanj, ki je po navadi skrita zavarovancem in velikokrat tudi zastopnikom. Tako poglobljeno poznavanje tega produkta bo posameznikom omogočilo, da bodo lahko kvaliteten sogovornik in pogajalec. Nasprotna stran tako ne bo imela možnosti, da bi jim v poplavi raznih finančnih produktov na trgu prodala nekaj, česar ne potrebujejo oz. nekaj, kar je zanje slabo.

Ključne besede: življenjsko zavarovanje, odkup, mirovanje, obročno plačilo, predujem

Background of Life Insurance Products

Abstract

Probably not a Slovenian who would not at least heard of life insurance. Very many of them also has a contract (policy) of insurance companies, which suggest premiums of them are offering different types of insurance coverage and allow them to invest the money. But how many policyholders this product really knows? How much do you know agents and brokers who sell life insurance. What exactly is life insurance or. which is its most common elements, which consists of? Competition forces providers of life insurance in the development of new approaches to the insured and to new forms of insurance, which are based on the same basis and differ from each other by tiny little things, and especially after the appearance in the marketing sense. This paper describes an insight into the structure of life insurance that is usually hidden and often insured agents. Thus, in-depth knowledge of this product will enable individuals to be able to quality interlocutor and negotiator. The opposite side will not have the opportunity to make them in a flood of various financial products on the market sell something you do not need or. something that is bad for them.

Keywords: *life insurance, purchase, standstill, installment payments, advance*



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Auditor's Opinion on Financial Reports

Abstract

Financial audit includes financial reports and business conduct; it establishes credibility and authenticity of financial reports and business records. It also shows auditor's opinion on the business conduct. Higher education institutions which include universities, colleges, academies of art and polytechnics are also subjected to financial audit. The State Audit Office is a supreme audit institution in the Republic of Croatia defined by the Croatian Constitution and it carries out the financial audit. The aims of the paper are to research irregularities found when auditing the business conduct done at polytechnics and colleges, from the data given by the financial audit, and to see the influence of the irregularities on giving an opinion on business conduct. The aim of the paper is to show the meaning of impartial and expert audit opinion on the example of financial audits. For most higher education institutions qualified opinion was expressed. Given that the subject matter of this paper are polytechnics and colleges, the assumption is qualified opinion is given for their business conduct. Paper discusses which facts have influenced the auditor's opinion. Based on the analysis of individual audit reports and facts that influenced on giving opinion we can make some general conclusions. Apart for the method of analyzing individual audit reports, we conducted an income analysis and the analysis of the influence of budget funds and term deposits and the data from empirical research on the selected sample is presented in this paper. Higher education institutions are, as institutions that receive government funding, obliged to write financial reports. This obligation is determined by the regulations on financial reports in budgetary accounting. Their income comes from several sources, the most important being the government budget and its purpose is to fund the made expenditure, most of which come from the employee expenditures. The paper shows an

overview of basic data gathered from financial reports on implemented income and receipts, and expenditure and costs. An analysis has been carried out to show the amount of share of implemented budgetary funds in overall implemented income and receipts. The conclusion was reached that budgetary funds are significant in financing. Research also showed that time deposit savings of polytechnics and colleges are not significantly represented. The same is with expenditures for work contracts and individual fees.

Keywords: financial audit, higher education institutions, income, expenditure, opinion



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Employee expenditures within the frame of local unit budget

Abstract

Public needs of population of a certain area are met via regional self-government unit, i.e. counties, and local self-government units, i.e. municipalities and cities. In the Republic of Croatia, 20 counties have been established as regional self-government units, 555 local self-government units have been established consisting of 429 municipalities and 126 cities and the City of Zagreb which has a special status of both a city and a county, so there is a total of 576 units of local and regional self-government. The means for financing public needs are ensured from municipality, city and county budgets. Local units draft financial reports that are subject to audit process. Audits are used for determining whether planning documents, laws and other regulations are being followed. This paper shows procedures for performing employee expenditure audit. The assumption is that employee expenditures are significant within the expenditure and expense budget frame. The goal of this paper is to establish, based on data in published financial audits, the flow of total expenditures and expenses according to the expense type and the flow of expenditures and expenses at the level of all local units and to establish the

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share and flow of employee expenses based on those information. The paper brings an overview of total expenditures and expenses according to type, at the level of all counties, including the City of Zagreb for 2010 and 2011. This paper used analysis method which was used to determine the share of total expenditures in each of observed years and that was used for the comparison and the calculation of 2011 index when compared to 2010. Conclusion has been made regarding the share and the flow of expenses and expenditures. An analysis of total expenses and expenditures flow was performed at a county level and the share of employee expenditures in them. A calculation of share of employee expenditures in total expenditures in each county and based on individual conclusions, conclusions regarding the flow and the share of expenditures for all counties, i.e. observed phenomenon, have been made. Within the expenditure and expense frame at county level, expenditures and expenses of all cities and municipalities in that county are shown. Based on given data it can be concluded that business expenditures are the most significant. Within the business expenditure frame we find employee expenditures, which have increased in 2011 when compared with 2010. An overview of total expenditures and expenses at the level of individual counties and the City of Zagreb and an overview of employee expenses for 2010 is given. It was determined that the share of employee expenditures in total expenditures and expenses of local units differs. In most counties and the City of Zagreb, during the examined period, we see an increase in employee expenditures when compared with total expenditures and expenses.

Keywords: audit, budget, expenditures and expenses, employee, local unit



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The monetary transsmision mechanism in Croatia

Abstract

Great importance of understanding monetary transmission is visible in possibility of predicting consequences that certain action might have which is crucial for running a successful monetary policy. This is also important now when Croatia has joined European Union with all new circumstances in order to avoid unpredictable situations. Paper is based on the traditional model of interest rates, which assumes that monetary policy through changes in the money supply affects interest rates, investments and consequently gross domestic product. Objective of this paper is to show ways of functioning mechanism of monetary transmission in Croatia and especially to explain effects of interest rates on real economic activity which is done by using quarterly data of gross domestic product and quarterly data of interest rates and utilizing the Least-squares method. Additional contribution of this work is that it provides informations on interest rate channel which is one of mechanism of monetary transmission in European Union.

Keywords: *monetary policy, monetary transmission mechanism, interest rate channel, European Union, Croatia*



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Oblikovanje davčne strategije podjetja

Povzetek

Obdavčitev je pomemben dejavnik razvoja podjetja. Prispevek bo obravnaval potrebo po oblikovanju sodobne davčne strategije podjetja, ki mora ob zahtevi po čisti donosnosti poslovanja upoštevati tudi obvladovanje podjetniških tveganj. V podjetništvu so pomembne davčne informacije o razlikah med računovodskim in obdavčljivim dobičkom v smislu različnega računovodskega in davčnega pogleda na poslovne odločitve. Prispevek obravnava, kako lahko poslovodje in lastniki načrtujejo davke v podjetjih in kako lahko davki vplivajo na vsebinske podatkovne podlage. Davčne informacije so tudi pomemben dejavnik pri upravljanju

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subjektov. Davčno računovodstvo je del računovodske funkcije. Računovodsko funkcijo je potrebno obravnavati z vidika poslovođenja, informiranja, izvajanja ter z razvojnega vidika. Za kakovostno vzpostavitev sistema davčnega računovodstva, katerega delovanje ni odvisno le od osnovnih temeljev njegovega delovanja, torej zakonodaje in strokovnih usmeritev, je potrebno razumeti tudi poslovni vidik podjetniške obdavčitve. Pomemben del davčne strategije je tudi davčno načrtovanje. Davčno načrtovanje je usmerjeno k iskanju rešitev, ki omogočajo optimalne davčne obremenitve, ob hkratnem upoštevanju poslovne sprejemljivosti odločitve. Tudi davčne obremenitve moramo obravnavati z vidika načrtovanja poslovnih izidov na nivoju posameznih poslovno izidnih enot, prodajnih programov, investicij, proizvodov in storitev. Zato bomo davčno načrtovanje obravnavali kot del upravljalnega računovodstva, katerega osnovni namen je priprava informacij, ki nudijo poslovodstvu ustrezne podlage za odločanje. Z vedno večjo globalizacijo je postalo tudi davčno načrtovanje in optimiziranje eno glavno področij, s katerimi se danes ukvarjajo predvsem mednarodna podjetja in v smislu nadzora tudi davčne oblasti.

Ključne besede: davčna funkcija, davčno svetovanje, davčno načrtovanje, notranja davčna informacija, upravljanje davčnih tveganj

Designing of corporate tax strategy

Abstract

Taxation is important issue of corporate development. The contents of the article stress the need for the designing of modern corporate tax strategy that along with the required net profit, consider also enterprise risk management. We will present important tax information about differences between accounting and taxable profit in sense of different accounting and tax view in decision making process. The article shows how taxes can be integrated in the corporate policy planning procedures by the management and owners and also the influence of taxes on the database of corporate policy planning. Tax information are a very important issue of corporate management. Tax accounting is a part of accounting. We have to treat the accounting function through the aspects of managing, informing, operating and development. To establish a quality tax accounting system, the wider operating scope of which can not depend only on legislation and professional orientations, but it is necessary to know and understand a business aspect of taxation. An important part of tax strategy is also activities of tax planning. Tax planning is turned towards achieving the best

results from the tax point of view and towards optimum business results as well. Tax planning will be discussed on the level of operating results of specific business, such as production and selling units, investments, products and services. In this regard tax planning is part of management accounting in the function of preparing sufficient information for management decision. In the growing globalization environment, tax planning and tax optimizing have become one of the main issues of concern for both multinational enterprises and tax authorities.

Keywords: *tax function, tax consulting, tax planning, internal tax information, tax risk management*



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Empirical Estimation of Triple Gap Relationship in Croatia

Abstract

How to stabilise the macro economy through active national – international economic policy is relevant question for macroeconomic management. Economic structures reflected by the differences in budget, trade and savings relations often reveal sources of economic inefficiencies in the system. The aim of this paper is to extend twin deficit hypothesis towards triple gap concept in order to analyse fundamental disequilibrium of the Croatian economy. By relating external deficit with differences between national investment - national savings and budget revenues - expenditures we are in fact addressing important policy implications concerning long-run capability and viability of economic progress in Croatia. Relevance of external trade position should be a cause of concern for economic policy makers in Croatia, especially now in the course of economic crisis when net export is expected to become a new driver of new economic growth. Why? Limitations of monetary policy and de facto ambiguous reach of fiscal policy (EU as well as international organizations such as IMF are constantly pressuring fiscal austerity) suggest that Croatia is on the verge of crossing

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the line and falling into the economic abyss. In this sense, 'triple gaps' could be taken as guidelines for comprehensive set of policy measures pointed towards encouraging growth and remedying structural imbalances. In order to bypass theoretical limitations within national income accounting identity, gaps are calculated as ratios, rather than differences between two values. Empirical estimation relies on bounds-testing approach to cointegration (ARDL) and error-correction modelling and can be used solely as an indicator for further research.

Keywords: macroeconomic management, triple gap analysis, trade deficit developments, ARDL modelling, Croatia



Sodobni pristopi k managementu znanja

Modern approaches to knowledge
management

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Analiza magistrskih nalog na FKPV

Povzetek

Magistrska naloga je samostojni avtorski izdelek študenta v katerem je pokazana sposobnost samostojne uporabe strokovnega znanja in metod na določenem področju in predstavlja predvsem prispevek k stroki ali znanosti. Prav s tem namenom smo želeli z raziskavo ugotoviti, kako se magistrske naloge na FKPV umeščajo v področje aplikativnih raziskav. V teoretičnem delu prikazujemo pomen in vlogo mentorstva ter kompetence diplomanta, ki naj bi jih pridobil z izdelavo magistrske naloge, v empiričnem delu pa smo preučevali 265 magistrskih nalog z vidika aplikativnih raziskav za podjetja, metod raziskave, obseg nalog in število nalog po mentorjih in predmetnih področjih. Raziskava je potekala v času od aprila do avgusta 2013. Ugotavljamo, da je okoli 60 % nalog v raziskovalnem delu obravnavalo problem, ki se nanaša na konkretno podjetje, največ s področja trženja in organizacijske kulture. V povprečju obsegajo naloge 90 strani, imajo 6 hipotez, od raziskovalnih metod pa prevladujejo ankete.

Ključne besede: magistrska naloga, mentorstvo, FKPV, obseg naloge, raziskave s podjetji

Analysis of MA theses on FKPV

Abstract

Master's thesis is an author article in which the student is shown the ability to use individual skills and techniques in a given field and a particular contribution to the disciplines or sciences. In our research we would like to determine how a thesis on FKPV fit into the field of applied research. Therefore, we surveyed 265 theses, which were entered in Cobiss to March 2013. In search of the dealership was used to determine which are the companies that the students studied in the applicative part of the study, the content and methods of research, scope of duties and tasks according to the number of mentors and subject areas. The survey was conducted during the period from April to August 2013. We found that about 60% of the MA thesis in the research are in the connection with the problem, which refers to a particular company, most of marketing and organizational culture. On average, the MA thesis include 90 sites, have six hypotheses, survey is dominated of the research methods.

Keywords: Master's thesis, mentoring, FKPV, volume of thesis, research



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How to steer women entrepreneurship in Western Balkan countries?

Abstract

Women are still not equally present in the higher management level, neither in the Western Balkans, nor globally. Even though women entrepreneurship plays a significant role in the development of national economies and growth, governments are struggling with effective strategic tools to steer it. The Global Entrepreneurship Monitor (GEM, 2012) results have shown that

female entrepreneurs are not adequately empowered and supported mainly due to cultural and societal attitudes and access to resources and opportunities. In order to lessen the gender gap, there is a need for policies that can promote societal attitude changes, in line with and training, support and encouraging women entrepreneurs. The situation in the Western Balkans is that women are under-represented in economic and political decision making, employment rates in are very low, and women entrepreneurs are frequently discriminated against when trying to secure loans or credit for their businesses. This paper therefore researches on the means to boost women entrepreneurship in Western Balkan countries by providing a critical analysis and an overview of the best practices. On the European Union level, women's entrepreneurship is promoted through the European Network to Promote Women's Entrepreneurship (WES); a women entrepreneurship portal and female entrepreneurship ambassadors and mentors programme followed by many EU funded projects. As a means to reduce the women entrepreneurship issues, this paper has identified the mentoring support as a good means for a flexible, adjusted support to entrepreneurs and her/his experience, identity, whereby at the same time handling struggle to education and training (Kickul et al., 2007; Rute, 2006).

Keywords: women entrepreneurship, gender gap, Western Balkan countries, national policies, mentoring



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Vključenost žensk v vodenje športnih organizacij

Povzetek

Ženske so si na različnih področjih družbenega življenja že izborile enakopravnost, za šport pa še vedno velja, da je rezerviran predvsem za moške. V zadnjih letih se delež udeleženk največjih svetovnih športnih tekmovanj povečuje in bliža polovici vseh nastopajočih, napredek pri vključevanju žensk v vodenje športnih organizacij pa je majhen in le redke

posameznice se uveljavijo na najvišjih funkcijah v športnih organizacijah. Vključenost žensk glede na državo in kulturo je zelo različna, največ žensk je vključenih v vodenje športnih organizacij na Fidžiju, Kostariki, Norveškem, Švedskem, Finskem in v Kanadi. Članek obravnava vključenost žensk v vodenje športnih organizacij in zajema pregled deleža žensk na olimpijskih igrah; vključenost žensk v mednarodne in nacionalne športne organizacije in vključenost žensk v vodenje športnih organizacij v Sloveniji. Namen prispevka je predstaviti problematiko neenakopravnosti žensk v športu, cilji pa ugotoviti ali obstajajo razlike v vključenosti v vodenje športnih organizacij glede na naravo športnih organizacij in preveriti ali obstaja povezanost med številom članic zveze in številom žensk vključenih v vodenje športne zveze v Sloveniji. V prispevku je uporabljena sekundarna obdelava podatkov, ki so dosegljivi na spletnem informacijskem portalu Mednarodne zveze za ženske in šport ter podatkov o organiziranosti in vodstvu športnih organizacij v Sloveniji, ki so dosegljivi na njihovih domačih spletnih straneh. Obravnavani so podatki 36 nacionalnih olimpijskih komitejev, MOK in OKS, 87 mednarodnih športnih zvez, nacionalnih športnih zvez iz 44 držav, 85 drugih nacionalnih športnih organizacij in 29 nacionalnih panožnih zvez Slovenije v olimpijskih športih. Rezultati so prikazani z deskriptivno statistiko, hipoteze pa so preverjane z analizo variance in korelacijsko analizo. Rezultati kažejo, da je povprečna zastopanost žensk najvišja v športnih organizacijah, ki nimajo narave nacionalnega olimpijskega komiteja ali panožne zveze, najmanjša pa v mednarodnih športnih zvezah. Povezanost med številom članic športne organizacije in številom žensk na vodilnih mestih se ni potrdila.

Ključne besede: šport, vodenje, ženske, razlike med spoloma, medkulturne razlike

Womens involvement in sport's organization management

Abstract

Women have equal opportunities at different areas of social life as men, but sport is still considered to be reserved primarily for men. In recent years, the equal proportion of men and women participants in world's biggest sporting events is increasing and is near to 50 percent. The progress in women's participation in the management of sports organizations is small and only a few individuals manage to be established in the top positions in

sports organizations. The involvement of women differentiate from the country and culture, the biggest percent of women are involved in the management of sports organizations in Fiji, Costa Rica , Norway, Sweden, Finland and Canada. The article deals with the involvement of women in the management of sports organizations and an overview of the proportion of women in the Olympic Games , the involvement of women in international and national sport organizations and the involvement of women in the management of sport organizations in Slovenia. The purpose of this paper is to present the problem of inequality of women in sport and the objective is to determine whether there are differences in involvement in the management of sports organizations, depending on the nature of sports organizations and to check whether there is a correlation between the number of members and the number of women involved in the management of sports associations in Slovenia. This paper presents the secondary processing of data which are available at the information portal of the International Working Group on Women and Sport (IWG) and the data on the organization and management of sport organizations in Slovenia. The present data are 36 National Olympic Committees , the IOC and the Olympic Committee , 87 international sports federations, national sports federations from 44 countries, 85 other national sports organizations and 29 national sports federations Slovenia in Olympic sports. The results are presented in frequency tables, the connection was verified by correlation coefficient. The results show that the average highest representation of women in sports organizations that do not have the nature of a national Olympic Committee or national associations , and the smallest in the international sports federations. The relationship between the number of members of sports organizations and the number of women in leadership positions is not confirmed.

Keywords: sports, management, women, gender, intercultural difference



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Zaznavanje zaposljivosti diplomantov

Povzetek

Namen tega članka je raziskati zaposljivost diplomantov Fakultete za komercialne in poslovne vede. V raziskavo so vključeni diplomanti visokošolskega študija in diplomanti prve in druge stopnje bolonjskega študijskega programa. Ugotavljamo, da diploma z določenega področja študija vpliva na verjetnost zaposlitve. Na splošno, ne glede na področje študija, je mogoče zaznati zmanjšanje verjetnosti za zaposlovanje v obdobju krize v Sloveniji. Navajamo tudi nekatere težave s katerimi smo se soočili v procesu raziskave, problem se pojavlja v neskladnosti statističnih podatkov o trgu dela v Sloveniji in akreditiranimi visokošolskimi programi v Sloveniji. V visokem šolstvu, lahko uspešnost kazalnikov, kot je zaposljivost zagotovi ustrezne informacije glede izbire študija. Intervjuji z delodajalci zagotavljajo redke a pomemben vpogled v zaposljivost diplomantov. Ugotavljamo, da na slovenskem trgu dela obstaja povpraševanje po diplomantih Fakultete za komercialne in poslovne vede.

Ključne besede: zaposljivost, diplomanti, zaposljivost diplomantov, trg dela, delodajalci, Slovenija

Graduates' employability detection

Abstract

The purpose of this article is to explore the employability of the Faculty of commercial and business sciences graduates. The graduates of first and second degree Bologna study programme were included in research. We note that a certain degree of study influences on the probability of employment. In General, regardless of the area of study it is possible to discern the reduce the probability of employment in the period of crisis in Slovenia. Here are also some of the problems with which we are confronted in the process of research, the problem of non-compliance in statistical data about Slovenian labour market and accredited higher educational programs in Slovenia. The performance indicators in higher education, such as employability, can provide the relevant information concerning the choice of study. Interviews with employers provide a rare but significant insight into the employability of graduates. We find out, that in the inquiry in the Slovenian labour market for the graduates of the Faculty of Commercial and Business Sciences exists.

Keywords: employability, graduates, graduates employability, labour market, employers, Slovenia



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Avtentično vodenje delavcev znanja – sodoben pristop na področju managementa znanja

Povzetek

Znanje predstavlja pomemben vzvod za uspeh v konkurenčnem in izzivov polnem okolju, ki je v obdobju zadnjih 20 let zaznamovano tudi s hitrimi tehnološkimi spremembami, turbulentnimi dogodki, poslovnimi škandali in družbenimi pretresi. Delavci znanja, ki se jih motivira k doseganju ciljev managementa znanja, so spričo tega zaskrbljeni in negotovi ter želijo vodenje, ki bo temeljilo na odprtosti in zaupanju. Želijo vodje, ki bodo znali ne samo upravljati in ravnati s timi ter razumeti tradicionalne managerske izzive, marveč bodo sposobni delovati tudi na učinkovit in zaupanja vreden način. Številni raziskovalci (Avolio, Gardner, Walumbwa, Luthans idr.) in vodje iz prakse (George, Terry idr.) verjamejo, da ima avtentično vodenje, ki temelji na samozavedanju in samoregulatornih procesih ponotranjanja obvladovanja, uravnoteženega procesiranja informacij ter ohranjanja jasnih, odprtih odnosov, pomembno vlogo v organizaciji znanja, saj preko pozitivnega psihološkega kapitala pomaga vzpostaviti samozavest, upanje, optimizem in prožnost. Cilj pričujočega prispevka je predstaviti avtentično vodenje kot sodoben pozitiven konstrukt za vodenje delavcev znanja, ki pomaga pri doseganju ciljev managementa znanja. V prispevku se spričo tega posvečam raziskovalnemu vprašanju, kako voditi delavce znanja, da bodo v sodobnem okolju lahko udeleženi premise managementa znanja. Odgovor na zastavljeno vprašanje med drugim vključuje pomembnejše opredelitve avtentičnega vodenja in njegovih elementov ter ozadja, longitudinalni pregled ključnih prispevkov s področja avtentičnega vodenja, mehanizme odnosov med vodji in sledilci in primere iz prakse.

Ključne besede: avtentično vodenje, delavci znanja, management znanja, pozitivni psihološki kapital, samozavedanje, samoregulacija, zaupanje

Authentic leadership and knowledge workers – a modern approach in the knowledge management field

Abstract

Knowledge provides the leverage for success in a competitive and challenging global system, that is in the last 20 years also characterized by rapid technological changes, turbulent events, corporate scandals and upheavals in society. Knowledge workers, who need to be motivated for participating in and achieving knowledge management goals, feel apprehensive, uncertain and long for bona fide leadership they can trust. As a result leaders are required, who not only possess the skills to manage teams and comprehend the ongoing challenges posed by traditional managerial hindrances, but who can also convey their messages in an efficient and trustworthy manner. Many scholars (Walumbwa, Avolio, Gardner, Luthans and others) and practitioners (George, Terry and others) believe that the influence of authentic leadership, which incorporates leader's self-awareness and self-regulative internalized moral perspective, balanced processing and relational transparency has an important role in knowledge organization and society since it helps – through the positive psychological capital - restoring confidence, hope, optimism and resiliency. The aim of my paper is to present authentic leadership as a modern positive leadership construct for approaching the knowledge workers and enabling them to achieve knowledge management goals. Therefore I will adress the question about how the knowledge workers should be led in order to fulfil the premises of knowledge management. Answering the posed research question will include highlighting key authentic leadership formulations and components, longitudinal review of main authentic leadership contributions, presenting some practical cases of authentic leadership and exposing the mechanisms of relationship between authentic leaders and followers.

Keywords: *authentic leadership, knowledge workers, knowledge management, positive psychological capital, self-awareness, self-regulation, trust*



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Measuring the efficiency of universities by using DEA models

Abstract

The aim of this paper is to examine whether the DEA models without explicit inputs, combined with Shanghai University's Academic Ranking of World Universities (ARWU) methodology, can give a relevant ranking of world universities. Most of the world universities rankings have only output factors, so the basic DEA model may not be suitable for the application. The evaluation is obtained on original data for 54 US universities placed in the ARWU top 100, and the results are compared with the official list, results of original variable return to scale DEA model, and I-distance method. The universities with the greatest fluctuations in their ranking were noted and the reasons for the fluctuations of were analyzed.

Keywords: ranking of universities, DEA models, ARWU, I-distance



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Vpliv vseživljenjskega učenja in izobraževanja na kakovost življenja odraslih

Povzetek

Ljudje so se vedno učili. K temu so jih vodile vojne, naravne katastrofe, bolezni in življenje samo od rojstva do smrti. Učili so se ob delu, igri in plesu, kakor tudi ob religioznih praznikih. Pri tem so veliko povzemali na osnovi izkušenj iz preteklosti. Vseživljenjsko učenje in izobraževanje postaja stalnica v življenju vsakega posameznika. Ves čas se izobražujemo. Za marsikatero pridobljeno znanje ne pridobimo certifikata, a delo lahko vseeno kakovostno opravljamo. Temu je vzorčni primer delo gospodinje ali gospodinjca v okviru družine. Za vsa področja dela, ki jih opravljamo doma, se le redko izobražujemo. Kljub temu jih opravljamo dobro, velikokrat celo zelo kakovostno. Delo temelji na izkušnjah in znanjih, katera smo pridobili v mladosti, tudi od svojih staršev. Večkrat pa za določena dela vseeno vzamemo v roke knjigo, se vključimo v kakšno delovno skupino in tako pridobimo prepotrebna znanja, katera so plod večkratnih izobraževanj. V veliko zadovoljstvo nam je, ko lahko ob izkušnjah, ki jih imamo, svoje delo nadgradimo tudi po strokovni plati in s pridom uporabimo pri delu v nadaljnjem življenju. Na kakovost življenja odraslih v okviru vseživljenjskega učenja in izobraževanja vplivajo različni faktorji: pomanjkanje časa, razpoložljiva finančna sredstva, oddaljenost od kraja izobraževanja, samopodoba posameznika, motivacija, sposobnost in končno tudi zdravje posameznika.

Ključne besede: učenje, izobraževanje, vseživljenjsko učenje in izobraževanje, znanje, sposobnosti, odrasli

Influence of Lifelong Learning and Education on the Quality of Life of Adults

Abstract

People have always been learning. This was led by wars, natural disasters, diseases, and life itself, from birth to death. The process of learning was carried out at work, play, and even dance, as well as among the religious holidays. In doing so it was a lot based on past experiences. Lifelong learning and education is becoming a common and very important, even constant activity in the life of every individual. We are constantly educating. For many of gained knowledge we do not obtain a certificate but we are still able to do activities on a level of high quality. The example can be a work of a housewife or assistant at home in a family role. For all areas of work for housekeeping we usually do not educate, but still do it very good, many times even on a level of high quality. This work is based on previous experiences and knowledge that we gain in youth, also from our parents. Despite this, for some activities we still take a book in our hands or we go to some working groups to learn new skills and get new knowledge. This approach provides satisfaction, because we can develop, upgrade and combine the knowledge that we already have with new one which we can use in our future life. On quality of life of adults within the lifelong learning and education influence different factors. They are lack of time, available financial resources, distance from place of education, self-esteem of individual, motivation, capability and even health of individual.

Keywords: learning, education, lifelong learning and education, knowledge, skills, adult



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Case study – methodological approach in observing lifelong training

Abstract

The aim of this case study was to analyze the consistency of the personal development of employees in terms of the development of the enterprise. The society requires constant adjustment of knowledge, skills and expertise of people, who have finished their formal education. The same principles are required in companies, employees need to follow changes regarding legislation, changes in procedures, processes, rules, technological solutions, new services and other business aspects. Through research, which was conducted among employees of the enterprise, interviews with managers, director of human resources and directors and heads of several departments in the service enterprise in the field of finance, we found it important that the personal development of employees through the development of enterprise is limited. It turned out to be necessary to increase the quality of education and training, provided and supported through enterprise. Leaders should continue to take into account the wishes and preferences of employees and should, together with them, prepare various internal and external education and training. It will also require greater motivation from participants, which are employed by the enterprise, increasingly pushing for greater use of formal policies and guidelines, and to self educate constantly.

Keywords: case study, methodological approach, observing, lifelong training, development



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Družbenoekološki obrat ali propad človeštva

Povzetek

Prispevek obravnava eno izmed možnih dramatičnih usod človeštva, če le-to ne bo nemudoma ukrepalo proti antropogenim globalnim podnebnim spremembam. Gre za prikaz vpliva entropičnega razvoja industrijske civilizacije in njene celotne kulture v zadnjih 300 letih na človeški obstoj. Človeštvo je z dereguliranim tehnološkim napredkom in s prekomernim

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izkoriščanjem naravnih virov povzročilo degradacijo narave in zmanjšanje biotske pestrosti. Kapitalistični sistem in antropocentrično mišljenje sta človeštvo privedla na rob družbenoekološke krize. Prispevek preučuje filozofsko kritični pogled na obstoječo družbenoekološko krizo. Gre za zahtevek po novi zeleni družbeni paradigmi, ki bo temeljila na novi zeleni filozofiji, ekocentrični etiki in antikapitalističnih vrednotah. Gre za ponazoritev stvaritve zares nove politike, ki bo osnovana na nerastoči ekonomiji in bo oblikovala ekosocialno trajnostno družbo, ki bo ustvarjalna, varčna, skromna, nizkoogljična in nizkoentropična. Prispevek se uvodoma osredotoči na globalne podnebne spremembe, nadaljuje s podajanjem bistvenih vzrokov, ki so privedli do družbenoekološke krize, opiše obstoječe stanje delovanja in mišljenja današnje civilizacije in v zaključnem delu predstavi edino pravo rešitev za dolgoročni obstoj človeške vrste. Bodoča družba bo temeljila na ekosocializmu ali pa ta ne bo obstajala. Svetovna elita, ki kroji življenja in usode ljudi, podpira trajnostni razvoj, ki pa temelji na napačno zastavljeni strategiji. Ta namreč zasleduje politiko ekonomije rasti, ki v ekosocialni trajnostni ureditvi ni mogoča. Kaj nas torej čaka? Družbenoekološki obrat ali propad človeštva?

Ključne besede: globalne podnebne spremembe, kapitalizem, družbenoekološka kriza, paradigma, ekosocialna trajnostna družba

Socio-ecological reversal or the demise of mankind

Abstract

This paper addresses one of the potential dramatic destinies of mankind if it does not immediately counteract the anthropogenic global climate change. It illustrates the impact of entropic development of the industrial civilisation and its entire culture on the human existence during the last 300 years. Mankind's deregulated technological progress and over-exploitation of natural resources mankind resulted in degradation of nature and reduction of biotic diversity. The capitalist system and anthropocentric thinking brought mankind to the brink of a socio-ecological crisis. The paper examines the philosophically critical perspective of the current socio-ecological crisis. It is a demand for a new "green" social paradigm based on a new "green" philosophy, eco-centric ethics and anti-capitalist values. It illustrates the creation of a truly new policy based on a non-growing economy for the creation of an eco-social society, which will be

characterised by creativity, efficiency, modesty, low-carbon and low-entropy. In the introduction the paper focuses on global climate change, followed by a list of the most significant reasons that resulted in the socio-ecological crisis. Furthermore, it describes the existing state of functioning and reflection of the civilisation of today, whereby it presents the only viable solution for a long-term survival of the human species in the conclusion. The society of the future will be based on eco-socialism or it will not exist at all. The world elite that shape the lives and destiny of people support sustainable development. However, such development is based on a flawed strategy, since it follows the economy of growth which is not possible within an eco-social sustainable order. What does the future hold for us? A socio-ecological reversal or the downfall of mankind?

Keywords: global climate change, capitalism, socio-ecological crisis, paradigm, eco-social sustainable society



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Analysis of the development of organizational citizenship behavior

Abstract

Organizational citizenship behavior (OCB) is defined as a job that entails additional work-related employee behaviors that go above and beyond the normal duties under the terms of reference or the conditions laid down in the contract. Since such behavior depend on their choice, their presence cannot be force upon, and their absence cannot be penalized. The paper defined the main features of the structure of organizational citizenship

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behavior. It is important to emphasize that organizational citizenship behavior presents a multi-dimensional construct, but mostly based on seven different dimensions: dole, sportsmanship, loyalty, discipline, individual initiative, collective activism, self-development. For the purposes of work was carried the empirical research out with questionnaires, and research participated respondents of student population with work experience in Croatian companies in an effort to identify the forms of organizational citizenship behavior and the impact of leadership on organizational citizenship behavior responsibly. Overall results have proven durability of organizational citizenship behavior in Croatian companies. The resulting data confirmed that employees conducted by Moorman-Blakely questionnaire that was based on a four-dimensional model of organizational citizenship behavior, most expressed dimension of interpersonal helping and personal industry in the organization, a minimum expressed was dimension of loyalty.

Keywords: organizational citizenship behavior (OCB), employee proactivity, loyalty, leadership role, Croatia



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Interdisciplinarni pristop v marketingu

Povzetek

Prispevek preučuje marketinško vedo in interdisciplinarne pristope pri izvajanju marketinških aktivnosti. Namen raziskave je analizirati interdisciplinarnost v marketingu. Na začetku prispevka smo opredelili glavne pojme v povezavi s teorijo znanosti, kot so znanost, znanstvene discipline ter pojmi, vezani na različne dimenzije multi- ter interdisciplinarnosti v znanstvenem raziskovanju. O interdisciplinarnosti zagotovo govorimo v primeru vede, kot je marketing, saj gre za vsebine in aktivnosti iz različnih disciplin, ki skupaj raziskujejo nek problem, ki od njih

zahteva tako povezovanje različnih predmetnih vidikov kot tudi različnih teorij. V nadaljevanju smo na podlagi pregleda literature opredelili marketing, koncept teorije marketinga in trende v marketingu, s poudarkom na ustvarjanju in menedžmentu marketinga, naravnane na dolgoročne odnose. Ob koncu prispevka smo navedli različna področja, ki predstavljajo pomembne vsebine v marketingu, vendar imajo osnovo v drugih znanstvenih vedah, kot so ekonomija, psihologija ali sociologija. Ugotovitev se nanaša na kompleksnost marketinga kot takšnega in potrebo tržnikov po interdisciplinarnem obravnavanju problemov. Prispevek služi kot pregled literature in opis problema na področju interdisciplinarnih pristopov v marketingu ter predstavlja osnovo za nadaljnje raziskovanje na tem področju.

Ključne besede: interdisciplinarnost, znanost, znanstvene discipline, marketing, koncept marketinga, ekonomija, psihologija, sociologija

Interdisciplinary approach in marketing

Abstract

This paper examines marketing and interdisciplinary approaches in the implementation of marketing activities. The purpose of research is to analyze the interdisciplinary in marketing. At the beginning of this paper we define the main concepts related to the theory of science as science, scientific discipline and concepts related to different dimensions of multi and inter-disciplinary nature of scientific research. Marketing is clearly an interdisciplinary science, as challenges and activities are from different scientific disciplines which furthermore explore a common marketing problem. Marketing requires marketers to understand various theoretical aspects from different disciplines. Furthermore we review the literature on defining marketing, the concept of marketing theories and trends in marketing, with a focus relationship marketing. At the end of the article we have listed different scientific disciplines that represent important content in marketing, but have roots in the various scientific disciplines such as economics, psychology or sociology. Observation relates to the complexity of marketing and as such marketers need an interdisciplinary approach to their challenges. Paper serves as a literature review and as a theoretical background of the problem in the field of interdisciplinary approaches in marketing and provides good basis for further research in this area.

Keywords: interdisciplinary, science, science disciplines, marketing, marketing concept, economy, psychology, sociology



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The effects of spiritual capital on decision-making process

Abstract

The aim of this paper is to investigate in which extent spiritual intelligence determines the decision making process. In this context, the success of business decision is assigned as its functionality as one of the most prominent feature of successful decision. The inductive method of building an expert system, i.e. a knowledge based system (Doctus Knowledge-Based Expert System Shell) and case-based concluding on the degree of informativeness (with a key impact on functionality of decision) of individual components (Case Based Reasoning) are used in testing this relationship. The primary goal is to identify the components of spiritual intelligence which mostly determine the success of the business decision and which should be thoroughly examined and analyzed in further studies. However, this paper indicates that the most informative attribute for decision's success is the attribute titled as "Relation to the outcome of the decision". But, also the study demonstrates the fact that most of respondents (managers) have not been even familiar with attributes of

spiritual intelligence as well as their relationship with decision making process.

Keywords: spiritual intelligence, spiritual capital, expert systems, managerial decision making, Doctus



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The importance of lateral innovators

Abstract

„There is a competitive advantage which can be incorporated into managerial tasks achieving all strategic objectives: the company's knowledge-based operation.”¹In recent years, the emphasis is particularly high on innovation; and innovative solutions provide breakout and resolving opportunities after the crisis. Leaders are those managers who can handle changes well and can control the processes and organization in favor of strategy implementation. A good, successful leader employs people who are successful in their respective fields and are capable of creating and accepting innovation within the company. Lateral thinking is a skill that can be learned through performing certain tasks² In case the lateral innovators are the leading managers of the company, they provide an ideal ground for ‘themselves’ for creating and integrating new innovations into the system. Typically, this situation occurs in case of smaller businesses. Multinational companies have already realized the importance of creative minds. They can also obtain these skills by acquiring smaller companies where this way of thinking is already created and can be found in a team's mind. The lateral innovator's role within the company is very important as these ‘flow-type’ people are the outstanding human resources of the enterprise. ‘The realization of competitiveness and the ability to live the flow experience actually depends on our mental attitude, namely it is a certain

¹Garaj Erika: Az üzleti stratégiával támogatott tudás menedzselése eltérő vállalati környezetben – BME OMIKK Humánerőforrás-menedzsment, 2006/8-9.

²This method was tested with pupils, published in Új Pedagógiai Szemle 2003. december issue Lepenye Mária's Gondolkodok, tehát gondolkodni tanítok II.: <http://www.ofi.hu/tudastar/gondolkodom-tehat-090617>.

competence.³

Keywords: flow experience, intellectual property, leader type manager, creative minds, lateral



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Emotions about politics and education

Abstract

The paper represents an analysis of the parts of exposés of the Prime ministers of Serbian government in the period of 2001-2013, which relate to education. The fundamental problem emanating from this analysis is the inability of our politicians to follow the increasing complexity of science and education. Therefore, in their reports they either avoid to speak about this issue or support some European ideas in a declarative manner. The difference between the politics and the ideas of Prime Minister Zoran Djindjić and other Prime ministers is being emphasized. On the political scene of Serbia, Zoran Djindjić appeared as a philosopher, a humanist who observed education as an opportunity to exit the crisis and connect with Europe. All other governments either confined the educational system or produced political affairs in order to draw public attention to the fundamental problems of the country. The closure of the system justified the tradition and traditional values, and tradition is undoubtedly the most fundamental concept of conservatism. The incomprehension of such a large and burdened system led to the only thing left - turning to economy. Economy, as a prescriptive doctrine, in fact represents a narrower research field. It requires no ideas, only productivity and that introduced into the higher education system in a rather awkward way. Quantity started to replace quality. The essence of education was put aside. Modern ideology of corporate society took precedence. Ignorance, lack of information, producing fear, alienation and isolation became weapons used by politicians for their own persistence.

³Dr. Laáb Ágnes: A kompetencia, a versenyképesség és a flow 1. rész, 22.p. Ln.: CEO magazin XII. évfolyam, 2011/1.

Keywords: politics, education, science, emotion, corporate society



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Reorganizacija e-učilnice na Fakulteti za komercialne in poslovne vede

Povzetek

Delovanje sodobne fakultete in njena konkurenčnost na trgu znanja postajata dandanes vse bolj odvisna od uveljavljanja in uporabe informacijske tehnologije (IT) v njenih izobraževalnih procesih, t.j. od uvajanja e-izobraževanja. Pod generičnim pojmom e-izobraževanje razumemo informacijsko podporo izobraževalnemu procesu. V sklopu celovite, prilagodljive in učinkovite podpore, Fakulteta za komercialne in poslovne vede (FKPV), omogoča možnost izvedbe e-izobraževanja z uporabo učno/poučevalnega e-okolja Moodle, ki je na voljo vsem študentom, visokošolskim učiteljem in sodelavcem fakultete. Moodle je prisoten v izobraževanju že od leta 1999. Uporablja ga nekaj deset tisoč organizacij po celem svetu. Omogoča vrsto funkcionalnosti zbranih na enem mestu - z Moodlom je mogoče ustvariti spletne predmete, vsak od predmetov ima svoje aktivnosti in svojo organizacijo. Glavna prednost Moodla je njegova odprto kodna licenca. Prispevek je osredotočen na opis reorganizacije in modifikacije platforme Moodle na FKPV. Glede na praktična opažanja smo organizacijo e-učilnice in delo v njej z reorganizacijo načrtno izboljšali, predvsem jo napravili bolj pregledno. Nova shema, z vpeljavo uporabe skupin znotraj predmeta, reši problem rednih in izrednih študentov oz. različnih izvajalcev istih predmetov. S hiperpovezavami smo rešili problem podvajanja predmetov – isti predmeti različnih smeri so sedaj fizično prisotni samo na eni lokaciji (izvajalec tako predmet ureja samo na eni lokaciji). Platformo Moodle smo modificirali, tako da se sedaj ujema s celostno grafično podobo fakultete. Omeniti je

potrebno še posodobitev Moodla na verzijo 2.3 in integracijo E-učilnice s sistemom za preverjanje plagiatorstva Turnitin. FKPV je tako ena izmed prvih slovenskih visokošolskih inštitucij, ki je v svojo e-učilnico integrirala sistem za preverjanje plagiatorstva. Zaradi želje po še večjem sodelovanju izvajalcev smo uvedli beleženje statistike dejanske uporabe e-učilnice, saj menimo, da so izvajalci tisti, ki bi morali takoj po vključitvi v e-učilnico razmisliti, kako in na kakšen način bodo organizirali delo v njej. Na podlagi rezultatov ankete, ki temelji na podobnih raziskavah, opravljenih po vsem svetu, predstavimo zadovoljstvo študentov FKPV, tj. končnih uporabnikov, s prenovljeno e-učilnico.

Ključne besede: Moodle, e-učilnica, e-izobraževanje, organizacija e-učilnice, kombinirano izvajanje študijskega procesa, Moodle 2.3

E-classroom reorganization at the Faculty of Commercial and Business Sciences

Abstract

A modern faculty operation and its competitiveness in the knowledge market are becoming increasingly dependent on the enforcement and application of information technology (IT) in its educational processes, i.e. e-learning. The generic term e-learning includes all forms of electronically supported learning and teaching. As a part of a comprehensive, flexible and effective support, Faculty of Commercial and Business Sciences (FKPV), provides the possibility of conducting e-learning using the learning/teaching e-application Moodle, which is available to all students and academic staff. Moodle is present in education since 1999 and it is (by now) in use by several ten thousands organizations worldwide. Moodle allows a range of functionality available at one place – we can create web courses, each course has its own activities and organization. The main advantage of Moodle is its open source license. This paper focuses on a reorganization of the FKPV Moodle site, named E-classroom. The plan is to, through reorganization and practical observation, improve E-classroom organization and work in it. With introducing the use of groups and clusters, the new scheme, solves a problem of full-time and part-time students, as well as a problem of various lectures for the same subjects (courses). A problem of courses duplication is solved with hyperlinks - the subject is physically

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present at only one site, so that lecturer is editing the course only at one location. Moodle platform was modified so that goes along with visual image of the faculty. Updates to the version of Moodle 2.3 have been done, which brought several new features. As well the integration with the leading academic plagiarism technology Turnitin has been done. FKPV is so one of the first Slovenian higher education institutions which has integrated a technology for checking plagiarism in its e-classroom. A plan to record statistics of actual use of lecturer is scheduled - in the end they are the ones who should consider how to organize work in the E-classroom. Based on the analysis survey results, which takes in account similar studies carried out in the world, we will be able to conclude whether the reorganization was welcome by end users – FKPV students.

Keywords: Moodle, e-classroom, e-learning, e-classroom organization, blended learning Moodle 2.3



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