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Od podatka do znanja/From data to knowledge

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Aktualni vidiki podjetništva in trženja

Current aspects of entrepreneurship
and marketing

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Pomen offshore centrov v mednarodnem poslovanju

Povzetek

Članek obravnava pomen offshore centrov v mednarodnem poslovanju, prednosti in slabosti le-teh, Švico kot offshore destinacijo in postopek ustanovitve domicilnega podjetja v kantonu Zug, davčne obveznosti in stroške vzdrževanja takšnega podjetja. Ugotovili smo, da je ustanovitev domicilnega podjetja v Švici podobna ustanovitvi družbe z omejeno odgovornostjo ali delniške družbe pri nas. Sama ustanovitev družbe je povezana z visokimi stroški, prav tako samo vzdrževanje. Domicilno podjetje v Švici ne sme imeti poslovnih prostorov, prav tako ne zaposlenih, je pa v praksi tako, da imajo sedež prijavljen na naslovu katerega od odvetniških pisarn ali davčnih svetovalcev. Pomembno je tudi dejstvo, da tem domicilnim podjetjem ni dovoljeno poslovanje v Švici, prav tako pa je pomemben podatek, da ta podjetja plačujejo davek na dobiček po efektivni davčni stopnji 7,8 %, z izjemo holdingov, ki so pod določenimi pogoji tudi neobdavčeni. S kombinacijo dobrega davčnega načrta, s pravilno izbiro domicilne družbe in države gostiteljice lahko podjetje na račun ugodnega davčnega sistema postane bolj konkurenčno.

Ključne besede: offshore, mednarodno poslovanje, davčne oaze, Švica, kanton Zug

Importance of offshore destinations in international businesses

Abstract

The article deals with the importance of offshore centers in international business, the advantages and disadvantages of these, Switzerland, as an offshore destination and the process of setting up the domicile company in the canton Zug, taxes and maintenance costs of such a company. We have established that establishing a domicile company in Switzerland is similar to establishing a company with limited responsibility or a joint-stock company in Slovenia. The company establishment itself is associated with high costs, as well as the maintenance itself. Domicile companies in Switzerland are not allowed to have business premises or employees. The practice is that they have their headquarters registered on the address of legal offices and tax advisers. What is also important is that these domicile companies are not allowed to do business in Switzerland. In accordance with the legal form of the company itself the companies are exempted of tax on profit or pay 6, 75 %, with the exception of holdings, which are under certain conditions also tax free. With the combination of good tax plans, with proper choice of domicile company and the host country, the company can become on account of the favorable tax regime more competitive.

Key words: offshore, international business, tax oasis, Switzerland, canton Zug



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Varaždin from the magic chest

Abstract

To be recognizable in today's world of global change is not only the need of companies or their products, the need for creating their own unique identity and image has crept into all social activities. The development of geographical trade names covers a broad interdisciplinary field, both from a macroeconomic as well as a microeconomic perspective. Only a visual identity makes a city desirable and separates it from other similar, but the creation of identity and image of the city makes a lot more steps than just a visual identity that is part of establishing a brand. Varaždin was in the past the capital of Croatia, which is still very much felt in its historical and cultural heritage. Today the history of Varaždin is obvious from the beautiful harmony of Gothic, Baroque, Rococo and Classicism, related to the wonderful world of castles, churches and other architectural structures from the near or distant history. Numerous celebrations and innovation have led to the epithets of Varaždin most desirable to live in Croatia and its visual design solutions in a message transmitted to all interested parties for which we can call the city of Varazdin from the magic chests.

Key words: marketing, brand, tourism, Varazdin



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Poslovna darila – tanka linija med dobrimi poslovnimi običaji in korupcijo

Povzetek

Obdarovanje je eden najstarejših običajev skozi celotno zgodovino, ki izkazuje naklonjenost in hvaležnost, hkrati pa vzbuja dilemo, ali ni namen obdarovanja le igranje na čustveno noto posameznika, naj čuti moralno

Aktualni vidiki podjetništva in trženja

obvezo, da darilo v takšni ali drugačni obliki vrne. V poslovnem svetu so osebni stiki in drobne pozornosti kot zrno riža, ki prevesi tehntico v eno ali drugo stran. Prav malenkostna pozornost, darilo, lahko prevesi odločitev kupca. Zato so darila pomemben del trženskega komuniciranja v fazi pridobivanja posla, pa tudi pomemben del komuniciranja z obstoječimi kupci, kar je v Sloveniji zelo razširjeno in bolj uveljavljeno. Seveda se ob tem postavlja vprašanje, ali sta obdarovanje in njegov namen zahvaljevanje kupcem ali nagrada tako imenovanim zaslužnim za sklenitev posla. Na podlagi anketiranja sem pripravila raziskavo o poslovnem obdarovanju v slovenskih podjetjih in mnenju anketirancev o vlogi poslovnih daril. Z anketo sem skušala priti do odgovora, kakšno je mnenje naključnih anketirancev o tem, ali so poslovna darila orodje trženskega komuniciranja kot pospeševalci prodaje ali bolj služijo kot podkupnine.

Ključne besede: poslovna darila, tržensko komuniciranje, podkupnine, pospeševanje prodaje, korupcija

Business gifts – thin flat line between good business customs and bribery

Summary

Gift giving is one of the oldest customs throughout history. It demonstrates good-will and gratitude, but at the same time brings about a dilemma of whether its purpose is not merely to strike an emotional note with an individual who in turn feels obliged to return the gesture in one form or another. In a corporate environment personal contacts and small presents are like a grain of rice that tips the scale to one side or the other. A trifle, such as a gift, that can make a buyer's decision sway to one side or another. Gifts are therefore an important part of sales communications in the phase of attracting new business, as well as in maintaining communication with the existent buyers; a strategy that is very common in Slovenia. This, of course, raises the question of whether the aim of gift giving is to express gratitude to buyers or whether a gift is a reward for those credited for the conclusion of a business. I prepared a survey-based study on corporate gift giving in Slovenian companies and included the interviewees' views on the role of business gifts. The aim of the survey was to determine how randomly selected interviewees perceive business gifts –

are they seen as a means of sales communication (as a sort of a sales promoter) or rather as a bribe.

Key words: business gifts, sales communications, briberies, sales promotion, corruption



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Vpliv delovnih izkušenj na uspešnost zavarovalnih zastopnikov

Povzetek

Delež storitev se v gospodarstvih povečuje in s tem se povečuje tudi njihov pomen. Ena izmed storitvenih dejavnosti je tudi zavarovalništvo. Osebna prodaja je v naših zavarovalnicah še vedno daleč najpomembnejši način prodaje zavarovanj, zavarovalni zastopniki pa večinoma najpomembnejša prodajna pot. Vedno, posebej pa v času krize, je zanimivo vprašanje: «Zakaj so nekateri zastopniki uspešnejši od drugih?» Raziskoval sem zunanje vplive na uspešnost in vplive, ki izvirajo iz samega zastopnika. Raziskava je bila izvedena v trenutno največji domači zavarovalnici. Analiziral sem prodajne rezultate in ugotavljal vpliv spola, starosti in delovnih izkušenj na uspešnost. Ta članek prikazuje rezultate predvsem s področja vplivov delovnih izkušenj na uspešnost. Ugotovitve kažejo, da imajo delovne izkušnje zastopnikov vpliv na njihovo uspešnost.

Ključne besede: trženje, storitve, prodaja zavarovanj, vplivi na uspešnost, delovne izkušnje

The impact of work experience of sales agents on their success

Abstract

The share of services increases in economies and with this also their importance. One of the service industries is also the insurance industry. A personal selling is still the most important way of selling insurance in our insurance companies and insurance agents are generally the most important sales channel. Always, but especially in times of crisis, is an interesting question: "Why are some agents more successful than others?" I studied external influences on the effectiveness and impacts arising from the agent himself. The research was made in the largest domestic insurance company at the moment. I analysed sales results and then identified the impact of gender, age and work experience of sales agents on their success. This paper shows the results mainly from the field of the impact of work experience on the effectiveness. The results indicate that work experience of sales agents has influence on their success.

Key words: marketing, services, sale of insurances, influences on effectiveness, work experience



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Organizational factors influencing entrepreneurial performance

Abstract

Authors discuss different factors relevant for successful functioning of the organization. Generic organizational factors can be divided into structural and contextual groups, both important for any organization. Structural factors dominantly depend on hard components of organization, such as technology and location while contextual factors are linked to soft organizational components – human resources, corporate strategy and culture. Modern organizations emphasize the importance of information and communications technology (ICT) which consists of computers and network hardware, software and brainware, as well. That makes ICT universal generic factor with both structural and contextual characteristics.

Key words: organizational factors, information and communications technology (ITC), entrepreneurial



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Macroeconomic variables and growth: statistical analysis for Romania

Abstract

The current paper focuses on the identification of the factors that influenced the evolution of the real sector in Romania between 1990 and 2007, having as a theoretical background the IS-LM model for a small economy, Romania's case. In this way, we have tested the correlations among: the dynamics of GDP and the capital; GDP evolution, final consumption and public expenses evolution; GDP and foreign direct investments, GDP and

the external demand; GDP evolution and the balance of trade. The paper has three sections: a short description of the existing theoretical fundaments; the research methodology based on statistical analysis; and the results of the research with conclusions regarding the trends recorded by macroeconomic indicators and the influence generated over the evolution of the real sector in Romania.

Key words: macroeconomic variables, real sector, economic growth, statistical correlations



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Slovenski potrošniki poznajo svoje pravice

Povzetek

Potrošniki so pomemben člen tržišča. Njihova pričakovanja in zahteve pripomorejo k večji konkurenčni in tudi večji izbiri. Vsak pravni red zagotavlja varstvo svojim potrošnikom, zato je Slovenija moralna z vstopom v EU raven in obseg tega varstva prilagoditi in uskladiti s pravnim redom EU. Seveda pa je pri tem zelo pomembno, da potrošniki tudi sami poznajo svoje pravice. Področje poznavanja in uveljavljanja pravic slovenskih potrošnikov smo raziskovali v referatu in ugotovili, da slovenski potrošniki dobro poznajo svoje pravice, a je kar 75 % slovenskih potrošnikov takšnih, ki so jim bile njihove pravice že kdaj kršene. Četudi je večina že uveljavljala svoje pravice, se vsak drugi potrošnik pri tem počuti neprijetno. Posebej smo ugotavljali poznavanje razlike med uveljavljanjem garancije in stvarne napake in ugotovili, da je poznavanje te razlike nekoliko slabše, saj le vsak peti slovenski potrošnik to razliko resnično pozna.

Ključne besede: potrošnik, varstvo potrošnikov, pravice potrošnikov

Slovenian consumers know their rights

Abstract

Consumers are an important part of the market. Their expectations and requirements increase competition and choice. Every legal system guarantees the protection of their consumers. Since Slovenia has joined the EU it had to adapt and align the level of this protection with the EU law. Therefore, it's extremely important for the consumers to be aware of their rights. The thesis explains the awareness of Slovenian consumers about their consumer rights. We have found that Slovenian consumers are well aware of their rights, but still there are about 75% of Slovenian consumers who admit their consumer rights were violated at least once. Even though most of them have already enforced their rights, every second consumer still feels uncomfortable claiming. We have also established knowledge of the difference between a warranty claim and a clerical error and found that consumers in Slovenia are less aware of this difference, since only one in five Slovenian consumer really know the difference.

Key words: consumer, consumer protection, consumer rights



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Trženjski vidik ekološke naravnosti turističnih uporabnikov

Povzetek

Trženje kot poslovna koncepcija je eden temeljnih dejavnikov uspešnega razvoja organizacije, saj se nanaša na predvidevanje bodočega razvoja tržišča, spreminjanja in naravnosti kupcev in drugih vplivnih dejavnikov, od katerih je odvisna njena dolgoročna poslovna usmeritev. Integriranje varovanja okolja v trženske programe postaja strateškega pomena za

organizacije, ki želijo pridobiti kupce, ki so senzibilni do narave in njenega varovanja. Povečana ekološka osveščenost, spremenjene potrebe, uveljavljanje filozofije vračanja k naravi in naravnemu načinu življenja in predvsem dejstvo, da varstvo okolja postaja dejavnik konkurenčnosti predstavljajo priložnost za inoviranje in razvoj izdelkov in storitev, ki vključujejo dodano vrednost naravnega okolja. »Ekološki« trend postaja vedno močnejši tudi v razviti turistični ponudbi. Raziskovalci mu napovedujejo v naslednjih letih najvišje stopnje rasti. V zadnjem desetletju se na trgu zelo intenzivno pojavlja tudi oblika trajnostnega turizma, ki ga poimenujejo tudi ekološki turizem. V raziskavi smo žeeli pridobiti informacije o zaznavanju ekološke komponente pri trženju velneške ponudbe. Ugotovili smo, da zaznavanje več komponent (dimenzij) ekološke naravnosti hotelov kaže na vedno večjo senzibilnost zaznavanja teh s strani anketiranih gostov, še posebej v avstrijskih hotelih, kar je velika vzpodbuda slovenskim turističnim ponudnikom.

Ključne besede: trženje, ekologija, velnes, velneška dejavnost, velneški turizem, ekološki turizem, zaznava uporabnika, ekološka komponenta

Marketing view of ecological orientation tourism consumer

Abstract

The trend, increasing its popularity in the field of developed tourism services is the so-called ecological trend or the sustainable tourism development. According to researchers this will be the fastest growing branch of tourism in the following years. More and more types of tourism are connected to health, including wellness, spa, fitness and sport tourism. Surveys show that the field of preventive offer in health tourism, which includes wellness tourism, is constantly on the raise in the world and especially Europe. In the last decade a form of sustainable tourism, also called ecological tourism, responsible tourism, nature-friendly tourism or other, is appearing on the market in a very intense manner. The aim of this research was to find the connection between ecology and wellness or their forms in tourism and the factors, influencing the shaping of the "integral" tourist wellness offer. In our research we gathered data on the perception of the eco component when marketing wellness offers. We tested the added value of the ecological component and its influence on the enriched

wellness offer in relation to the found factors. We established that the perception of numerous components (dimensions) of ecological trend in hotels shows the growing sensibility by the interviewed hotel guests, especially in Austrian hotels. That is an encouragement for Slovenian tourist facilities to start shaping their offer according to the principles of sustainable development and ecological management that should become fundamental business guidelines.

Key words: marketing, ecology, wellness, wellness activity, wellnes tourism, ecological tourism, feelings of consumer, ecological component



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Age management and responsible leadership

Abstract

In the recent years a demographic situation in Slovenia as well as in other European countries has been mostly characterized by a growing proportion in the older population. Age discrimination is bad for business, Not only is it unfair, it also wastes talent, experience and knowledge. The key to the quality of life of elderly people lies in their activity. Furthermore, the implications of this trend are more and more approached by the companies due to the ageing workforce and also due to the potential shortages of labour supply. Important roles will also be played by employers (implementation of the responsible age management into corporate strategy), trade unions and non-governmental organizations or civil society. This paper researches the relationship and potential synergies between the quality management and corporate social responsibility (CSR) where emerging systems from the total quality management systems (TQM) to the total responsibility management (TRM) have been compared. The evolution and implementation of TRM in companies includes vision, integration, and innovation as well as the measurement of their performance. TRM indicators focus on stakeholders, together with triple bottom lines of

economic, societal and environment issues. Measuring responsibility requires the "cost – benefit" approach. Some companies in Slovenia represent successful cases of implementation of TRM, especially of age management in corporate values, culture, strategies and measurement of sustainable indicators (responsibility to employees - employees well-being, healthcare for employees, employees with reduced working capacity, employees' good health, responsibility to closer and wider social environment, environmental and occupational health and safety policy). Simultaneously, CSR offers the link between sustainability and long-term competitiveness. These two elements could be promoted through transparency, good governance, concern for the environment and good relations with company's stakeholders.

Key words: age management, responsible leadership, responsible management, corporate social responsibility (CSR), total responsibility management (TRM), total quality management (TQM), sustainability, innovative company, stakeholders, competitiveness, Slovenia



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Ethics and responsibility at the heart of transformational leadership

Abstract

The Corporate Social Responsibility (CSR) was invented to support the new challenges faced by corporations and their effect on the human society. Social responsibility supports innovation also by upgrading criteria of business excellence, by supporting requisite holistic behaviour and thus it means also a reform of innovation of human values/culture/ethics/norms and knowledge, resulting in a requisite holistic behaviour. Ethics of interdependence and CSR are shown as a new development phase (Mulej, Potočan 2008). Firstly, Total Quality Management (TQM) and Total Responsibility Management (TRM) are compared concerning their contribution to a holistic management of

(innovative) enterprises. TRM principles and standards reflect the raising public expectations about corporate social responsibility. Many companies develop TRM requisitely holistically and hence successfully manage their responsibilities toward their stakeholders and natural environment. Therefore, TRM indicators focus on economic, societal and environment issues. Leadership values, business ethics and corporate culture are key actors by the implementation of total responsibility management into corporate strategy. Ethical leadership is a kind of transformational leadership that allows us to meet the challenge of assuming responsibility for the predicament of the other. Moreover, economics and social transformation is not realizable without ethical behavior of the company. This paper researches the relationship and potential synergies among total responsibility management, responsible and transformational leadership, sustainable indicators and measurement, ethics of interdependence and cultural differences. Furthermore, ethics of interdependence and corporate social responsibility are shown as a new development phase. In conclusion, the proactive companies focus on the importance of CSR and its management inside and outside the competitive global company.

Key words: corporate social responsibility (CSR), total responsibility management (TRM), responsible leadership, transformational leadership, corporate values, personal values, ethics, norms, culture, ethics of interdependence, global company.



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Inovativnost kot element popolnoma odgovornega upravljanja

Povzetek

Družbena odgovornost podjetja je koncept, kjer podjetja lahko prostovoljno vključujejo družbene in okoljske izzive v njihove poslovne aktivnosti in njihove odnose z interesnimi skupinami. Članek govori o odnosu in potencialnih sinergijah med upravljanjem kakovosti (TQM) in družbene

odgovornosti podjetja (TRM). TQM in TRM primerja z vidika prispevka k celovitosti upravljanja (inovativnega) podjetja. Inovacije so elementi popolnoma odgovornega upravljanja, ki kreirajo potrebo podjetja po razširitvi sistemov merjenja svojega dela (stroški – koristi). Načela in standardi TRM odsevajo naraščanje pričakovanj glede odgovornega obnašanja podjetij. Mnoga podjetja razvijajo TRM, da bi odgovorno in zato uspešno upravljala odnose do deležnikov in naravnega okolja. Sinergije med TRM in inovacijami (uskajevanje profesionalnega in zasebnega življenja) prispevajo k zadostni in potrebeni celovitosti upravljanja (inovativnih) konkurenčnih in (družbeno) odgovornih podjetij. Implementacija certifikata (družini prijazno podjetje) zagotavlja kratkoročne in dolgoročne pozitivne učinke pri usklajevanju poklicnega in profesionalnega življenja zaposlenih. Uvedba TRM je torej lahko upravljaljska inovacija.

Ključne besede: družbena odgovornost podjetja, upravljanje popolne odgovornosti, upravljanje popolne kakovosti, trajnostno inoviranje, inovativno podjetje, družini prijazno podjetje, dobro počutje

Innovativeness as an element of Total Responsibility Management

Abstract

Corporate social responsibility (CSR) is a concept where enterprises may voluntarily include social and environmental issues in their business activities and in their relations with interest groups. This contribution reports about relationship and potential synergies between the total quality (TQM) and total responsibility management (TRM). TQM and TRM are compared concerning their contribution to a holistic management of (innovative) enterprises. The innovation elements of TRM create a significant demand for companies to broaden measuring of their performance (cost – benefit). Furthermore, TRM principles and standards reflect the raising public expectations about corporate social responsibility. Many companies develop TRM requisitely holistically and hence successfully manage their responsibilities toward their stakeholders and natural environment. The synergies between TRM and innovations (harmonization of the professional and personal life) also lead (socially) responsible companies to long-term competitive advantages by contributing to requisitely holistic management

of (innovative) enterprises. At the same time, implementation of the Certificate (Family friendly company) provides short- and long-term positive effects on the harmonization of the professional and personal life of employees. Introduction of TRM may hence be a management innovation.

Key words: corporate social responsibility, total responsibility management (TRM), total quality management (TQM), sustainable innovation, innovative company, family friendly company, professional and personal life, employees well-being



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Ecological management and manager role in the system of environment protection and renewable development

Abstract

Modern post-industrial age has accelerated events and changes that affect dynamics and complexity of the environment. Managerial decisions are getting new dimension of social responsibility. Economical, ecological, technological and development needs, are changing manager's responsibility from the point of profit to the point of social and environmental interests. Ecological accidents and limited natural resources give special meaning to decisionmaking which has to lower ecological risk to a acceptable level. Although costs of ecological risk management are not small, if the unwanted events occur they may be much greater. Environment protection problems are having global but not local impact. It is well known that major contaminants are: metallurgy, mining, traffic, thermoelectric plants, agriculture, etc., having as results "greenhouse effect", ozone layer holes phenomena, acid rains etc. It should be mentioned, as well, that industrially developed countries are disposing their

old technologies, as well as technologies that are not economic anymore. Amortization of those technologies is in countries that are in the process of transition. Environment management cannot be treated separately from quality management. It is organizational obligation to involve activities for environment protection control as well as control of implemented activities (in agreement of activities defined by ISO 14000 series of standards). Special part in environment protection issues is on managers, their permanent task is tracking development and utilization of present standards.

Key words: ecological management, ecological risk, accident, environment protection, management, manager role, renewable development



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Entrepreneur ideas for new production and new economy opportunities

Abstract

Problem of gathering ideas is lieing at choise of relevant sources and evaluation of value of ideas, regarding to sucesfull innovation of products. The beat of creating new ideas is using thoughtful and creative techniques, but we can make a different between systematic-logical and intuitive-creative methods. The easiest way to get ideas for new product is systematic gathering extant incentives and suggestions that exist within and across organization. The idea present stimulus and energy for entrepreneur, constrain toward his ability to aim. It is a first step for starting trip trough the business world so it is very important to pick the best idea. It

is a first serious challenge and it have effect and consequence on enterprising in future. But which idea is the best? It's a good mix of vision, imagination and potential but we must include effects of world market. How to got ideas? That is no actually defined, there is no rules, no methods. Every idea can be good chance for job. So enterprising main characteristic is that there are no two identical jobs or ideas on market. Idea could be made by entrepreneur but it's also could be made by some other sources. Source of ideas are very various whereat entrepreneur can look for ideas by themselves and also he can employ some agency specialized for that kind of jobs, also he can buy idea. Process of getting right ideas must be good planed and organized, because time and costs must be minimized. In activity, looking for ideas, there are some recommendations like: intensive activity, nonstop researching, observation of market.

Key words: sources, innovation, ideas, buyers, sellers, employers, competition, researching



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» Klan in hierarhija « kot želena kultura podjetij na področju trženja blaga in storitev v času hitrih sprememb na tržišču

Povzetek

Za lažje premagovanje gospodarske krize je pomembna tudi organizacijska kultura, ki je prisotna v podjetju. Glede na trenutno stanje na gospodarskem področju je pričakovati, da bodo majhna podjetja, ki delujejo na trgu

poskrbel za hitro prilagajanje glede na spremembe v okolju. V raziskavi na podlagi OCAI instrumenta ugotavljamo organizacijsko kulturo v raziskovanih podjetjih s pomočjo tipologije Cameron & Quinn. V kvalitativnem delu raziskave opravimo analizo ORK v dveh podjetjih, ki delujeta v storitveni dejavnosti in imata komplementaren program. Na podlagi tako pridobljenih podatkov ugotavljamo prisotnost in primerljivost posamezne kulture med zaposlenimi in lastniki, primerjamo, obdelamo in interpretiramo. V zaključku ugotavljamo podobnost rezultatov glede na model Cameron & Quinn s panogo in povzamemo ugotovitve za obliko organizacijske kulture za »sedaj« in za »želeno«. Ugotovimo, da si zaposleni želijo »klana« in »hierarhije«, »trg« in »ad-hoc« pa je manj zaželena oblika kultura.

Ključne besede: organizacijska kultura, OCAI, klan, ad-hoc, hierarhija, trg, zaposleni, lastniki.

"Clan and Hierarchy" as desired Culture of Companies in the Field of Marketing Goods and Services in Times of Quick Market Changes

Abstract

An important part of solving the economic crisis is the organisational culture of a company. Given the current condition of the economy, small companies that are active in the market are expected to quickly adjust to the changes in their environment. Our study, in which we determine the organisational culture in different companies, is based on the OCAI and uses the Cameron & Quinn typology. In the qualitative part of the study we analyse the ORC of two companies active in the field of service provision, offering complementary programmes. Based on the data we collected we evaluate the presence and comparability of individual cultures among employees and owners, compare, process, and interpret. In the conclusion we determine the similarities of the results based on the Cameron & Quinn model, and sum up the findings as the "as is" and "desired" forms of organisational culture. We find that the employees desire "clan" and "hierarchy", while "market" and "ad hoc" are less desired forms of culture.

Key words: organisational culture, OCAL, clan, ad hoc, hierarchy, market, employees, owners



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Fotovoltaika - energija prihodnosti (trendi in trženje)

Povzetek

Fotovoltaika - direktna pretvorba sevanja / svetlobne energije v električno energijo - je ena najperspektivnejših ved na področju obnovljivih virov energije in izrabe le-te, ki pa je kljub temu, da sami začetki fotovoltaike segajo v leto 1839 (odkril fizik Becquerel), še le na začetku svoje poti. Imamo več možnosti namestitve fotovoltaičnih modulov, nekako najbolj izkoriščena in zanimiva iz tržnega vidika (najbolje subvencionirana iz strani države) je integrirana montaža modulov v oz. na streho. Sončna elektrarna, ki je sestavni del ovoja stavbe (streha, fasada, okna in podobno) ter je zanje skupaj s stavbo izdano gradbeno dovoljenje (za novogradnjo ali rekonstrukcijo objekta) je v tem primeru odkupna cena 15% višja. Zagotovljen odkup električne energije po subvencionirani ceni, za katerega jamči država, je 15 let. Glede na to, da se pričakuje, da bo do leta 2020 delež fotovoltaike znašal 9,5% vse energije na trgu in da tako pridobljena energija zmanjšuje vsebnost toplogrednih plinov, s čimer bomo lahko omogočili prihodnost bodočim rodovom, je energija pridobljena s tem načinom, definitivno energija prihodnosti, kar se tiče tržnega, ekonomskega in funkcionalnega področja. Avtorja bova pripravila pregled, kako se fotovoltaika razvija iz leta v leto, kaj se pričakuje v prihodnosti in kako tržiti tako pridobljeno energijo. Skozi referat, sva avtorja prišla do ugotovitve, da je v sami Sloveniji na tem področju že dokaj velika konkurenca, vendar najino mnenje je, da so se podjetja preveč orientirala na samo postavitev

»elektrarne na ključ« in premalo delajo na razvoju lastnih fotovoltaičnih modulov, kjer v Sloveniji razen podjetja Bisol d.o.o., ni nikogar.

Ključne besede: trženje, fotovoltaika, subvencioniranje, obnovljivi viri energije



Fotovoltaics – the energy of future (trends and marketing)

Abstract

Fotovoltaics - a direct transformation of radiation of light energy into electric energy is one of the most perspective knowledges on the base of renewed sources of energy and the using of them. Inspite of the fact that the beginning of fotovoltaics went back to the year 1839 (it was discovered by physic Becquerel) it is stil on the phase of development. There are several possibilities how fotovoltaic moduls should be placed on the roof. The most interesting and used way from the economical part of view is integrate assembling of moduls into the roof. In the same time for this way you can get the highest subsidy from the state. A sun power station which is the main part of the wrapper of the building (roof, frontage, windows...) and for it is together with the building issued building permition (for new building or for reconstruction) in this case the redemption price is higher for 15%. Assured buying of electric energy by subsidy price, guaranteed by the state is 15 years. The energy, gained with fotovoltaics is from all spheres - marketing, economical and functional - definately the energy of the future. Regarding this it can be expected that until the year 2020 the part of fotovoltaics will be 9.5% from all energy, placed on the market. The gained energy will decrease the contents of gas which is not good for ozonous. With this step, we can assure brigter future to our children. Both authors will prepare the review how fotovoltaics is developing from year to year, what is expecting in the future and how to marketing the gain energy.

Key words: marketing, fotovoltaics, subsidy, renewed sources



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Vpliv informacijskega vedenja porabnikov na trženjske odločitve

Povzetek

Pomembno vlogo v procesu odločanja imajo informacije in informacijsko vedenje porabnikov. Iz množice informacij, s katerimi se človek sooča vsakodnevno, bi naj izbral zase pomembne informacije oziroma signale, ki bi mu omogočili izpeljati svojo nakupno odločitev. Spoznanja informacijskega procesa porabnikov in njegovih vplivnih dejavnikov tvorijo pomembno podlago za številne odločitve, ki jih morajo sprejeti podjetja na področju trženja, oglaševalci in oglaševalske agencije. Prispevek obravnava razloge za raziskovanje vedenja porabnikov ter pomen poznavanja njihovega informacijskega vedenja. Podrobnejše proučujemo določene psihološke in sociološke zasnove informacijskega vedenja ter njihov pomen za trženjske odločitve.

Ključne besede: trženje, vedenje porabnikov, informacijsko vedenje, politika komuniciranja, oglaševanje

The impact of consumer information behavior on marketing decision

Abstract

In the decision-making process information and consumer information behaviour play an important role. From the amount of information which people face every day, they should choose important information for themselves or signals which would help them to carry out their purchase decision. The comprehension of the consumer information process and its influential factors form an important grounding for numerous decisions which must be made by companies in the field of marketing, advertisers and advertising agencies. This contribution deals with the reasons to research the consumer behaviour as well as the meaning of knowing their

information behaviour. We are studying defined psychological and sociological schemes of information behaviour and its meaning for marketing decisions in more details.

Key words: marketing, consumer behaviour, information behaviour, communication policy, advertising



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Uporaba novih medijev v tržnih komunikacijah in odnosov s javnostmi na Hrvaškem

Povzetek

Prisotnost v družbenih mrežah in nenehna komunikacija je nov komunikacijski standard in organizacije iz resničnega sveta so v vse večji interakciji z drugimi organizacijami in posamezniki, bodisi dejanskimi ali virtualnimi v virtualnem svetu. Z dvosmerno komunikacijo in poslušanjem želja ter prigovarjanja kupcev, podjetja gradijo močan odnos in zaupanje v

javnosti. Kajti kupec je tisti, ki ustvarja trende. Da bi svoje skrbno načrtovane in informativne vsebine posredovali preko spletnih strani uporabljamo bloge, e-knjige, forume, avdio in video vsebine in celo načine kot so prikrito oglaševanje, igre in virtualne resničnosti. Vse te načine oz. tehnike povezuje dejstvo, da se organizacija obnaša kot izdajatelji, ki ustvarja vsebino, ki so jo ljudje pripravljeni sprejeti. Večina organizacij v Republiki Hrvaški v skladu s to raziskavo nima komunikacijskega načrta niti kriznega načrta komunikacije, ne sledijo kaj se o njih piše v medijih, nimajo dvosmerne komunikacije na internetu, ne uporabljajo družabnih mrež, forum-ov in blog-ov kot komunikacijski kanal, ne spodbujajo svojih zaposlenih, da bi bili ambasadorji organizacije na internetu, nikoli ne odgovarjajo na to kar drugi pišejo o njih na blog-ih in forum-ih. Glede na rezultate te raziskave spremembe v komuniciranju z javnostjo nosijo mikro, male in srednje organizacije, ki so prepoznale moč medijev.

Ključne besede: socialna omrežja, novi mediji, komunikacije, odnosi z javnostmi, komunikacijski načrt

Using new media in marketing communications and public relations in Croatia

Abstract

The presence on social networks and continuous communication is a new communication standard, and organizations from the real world are in increasing interaction with other organizations and individuals, whether actual, or virtual, in the virtual world. Two-way communication and listening to the wishes and complaints of their customers, companies are building a strong relationship and trust of the public. However, the buyer is a person who creates trends. To transmit our carefully designed and informative content through the website, we are using blogs, e-books, illustrations, forums, audio and video content, and even such things as covert advertising, games and a virtual reality. All these techniques connect the fact that the organization acts as publishers, generating content that people are willing to consume. Most organizations in the Republic of Croatia, according to this research, do not have communication plan or crisis communication plan. In general, they don't monitor and evaluate published

articles or broadcasted stories, there is no two-way communication on the Internet, they do not use social networks, forums and blog as a communication channel, do not encourage its employees to be ambassadors for the organization on the Internet and they never respond to articles and stories about themselves on blogs and forums. According to the results of this study, changes in communication with the public are carried by micro, small and medium-sized organizations that have recognized the power of new media.

Key words: social networks, new media, communications, public relations, communications plan



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Marketing orientiran k vrednosti – sprememba v načinu mišljenja

Povzetek

Vedno bolj je očitno dejstvo, da je marketing v veliko podjetjih precej obrobna in ne vodilna funkcija. Zelo malo je podjetij, kjer je marketing kot funkcija in kot način mišljenja prisoten povsod, kjer je vključen v oblikovanje politike in strategije podjetja in v debate koliko ta strategija pomeni v finančnem smislu. Še manj pa je podjetij, ki govorijo o tem, da marketing kreira dobiček podjetja in ustvarja vrednost za lastnike. Sodobni trendi ekonomije pa vedno bolj zahtevajo – marketing kot funkcija se mora radikalno spremeniti, direktorji marketinga si morajo pridobiti večji vpliv v podjetju. Gre za spremembo v vseh treh dimenzijah delovanja marketinga: marketing kot kultura v podjetju, marketing kot strategija in marketing kot taktika. V referatu bom predstavila kako se mora marketing odzvati na spremembe v sodobni ekonomiji, ter kaj lahko naredijo direktorji marketinga, da si pridobjijo večji vpliv pred upravami podjetij. Na primeru podjetja Droga Kolinska bom predstavila razvoj funkcije marketinga in

vpetost marketinga v vse nivoje poslovanja v podjetju (korporativni, poslovni in taktični del).

Ključne besede: spremenjena vloga marketinga, marketing kot kultura, marketing kot strategija, marketing kot taktika, kultura dobička, marketing in vrednost za lastnike

Value driven marketing is a mindset

Abstract

It is increasingly obvious that marketing is largely peripheral function at large companies, and not a key function. There are very few companies where marketing is constantly present as a function and way of thinking, or where it is included in the formulation of a company's policy and strategy and in discussions on how important that strategy is in financial terms. There are even fewer companies that talk of marketing in terms of generating profit and value for owners. Contemporary economic trends demand that marketing, as a function, undergo radical changes, and that marketing heads achieve greater influence at a company. This involves a change in all three dimensions of the marketing function: marketing as a part of corporate culture, marketing as a strategy and marketing as a tactic. In this paper, I will present how marketing must respond to changes in the contemporary economy, and what marketing heads can do to achieve greater influence over a company's management. In the case of Droga Kolinska, I will present the development of the marketing function and the involvement of marketing at all levels of the company's operations (e.g. in corporate, operational and tactical terms).

Key words: the changing role of marketing, marketing as culture, marketing as strategy, marketing as tactics, profit culture, marketing and shareholders' value



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Vpliv finančne in gospodarske krize na trženje

Povzetek

Svetovna gospodarska in finančna kriza je ne le zmanjšala potrošniško povpraševanje, pač pa opozorila še na druge probleme svetovnega gospodarskega sistema, in sicer na čezmerno (požrešno) potrošnjo, nepremišljeno zadolževanje in posledično onesnaževanje okolja. Moderna potrošnja je s finančnega, gospodarskega in tudi z ekološkega vidika nevzdržna. Odkriti bo treba sprejemljivejšo potrošnjo, obenem pa tudi spodbuditi gospodarsko rast, ki je ključna za odpravo revščine in socialne neenakosti. Potrebna je redefinicija kakovostnega življenjskega sloga, gospodarskega razvoja ter družbenih vrednot. Gospodarstva, ki so šla v zadnjem času skozi največje reforme, so tudi največ pridobila: Kitajska, Indija, Rusija in Vzhodna Evropa. Reforme so spodbudile podjetništvo, delo in kapital, manj pa potrošniško povpraševanje. Razviti trgi s 14 odstotki svetovnih potrošnikov so nasičeni, zato morajo podjetja in tržniki priložnosti za rast iskati pri preostalih 86 odstotkih porabnikov. Pri oglaševanju obstaja povezava med večjim oglaševanjem, ki posledično vodi v večje prihodke, zato je tudi prišlo do razvoja množičnih medijev, ki so objavljali oglase. Kriza ni čas za zmanjševanje oglaševanja. To je čas za še večje in prodornejše oglaševanje.

Ključne besede: finančna in gospodarska kriza, trženje, potrošnja, kupci, tržensko okolje, kupna moč, oglaševanje.

The impact of financial and economic crisis in marketing

Abstract

Global economic and financial crisis not only decreased consumer demand, it has also pointed out some other problems of the global economic system such as excessive consumption, reckless borrowing and consequently

environmental pollution. Modern consumption is untenable from a financial, economic and ecological point of view. It is necessary to find a more acceptable form of consumption, while also encouraging economic growth which is key for eliminating poverty and social inequality. A redefinition of quality of a life style, economic development and social values is needed. Economies that have recently gone through major reforms are also the most profitable ones: China, India, Russia and Eastern Europe. Reforms have encouraged entrepreneurship, labour and capital but less consumer demand. Developed markets with 14 % share of global consumers are saturated, and therefore businesses and marketers must look for opportunities for growth in the remaining 86 % of consumers. In advertising there is a link between increased advertising, which consequently leads to higher revenue, hence the development of mass, ad-publishing, media. The time of crisis should not be a time for advertisement reduction. It should be a time for more powerful and incisive advertisement.

Key words: financial and economic crisis, marketing, consumption, consumers, market environment, consumer power, advertising



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Razvoj in pospeševanje ponudbe fotovoltaičnih modulov

Povzetek

V Sloveniji obstaja veliko objektov, katerih strešne površine merijo tudi do več tisoč kvadratnih metrov (m^2), ki so orientirane idealno za fotovoltaične module (proti jugu). Ti objekti so večinoma v lasti podjetij, ki so zrasla v bivši skupni državi SFRJ. Po večini so enostavne strehe, pokrite z dotrajanimi azbestnimi kritinami, ki so zdravju škodljive. Po grobi oceni je

takih objektov kar 80%; podjetja pa so po večini veliki porabniki električne energije. Po direktivah Evropske skupnosti se morajo zdravju škodljivi materiali na strehah zamenjati za manj nevarne materiale. Države so se na različne načine lotile vzpodbujanja izgradnjo objektov, ki pridobivajo električno energijo iz obnovljivih virov. Slovenija fizičnim in pravnim osebam delno (do 80%) subvencionira izgradnjo elektrarn za pridobivanje električne energije iz obnovljivih virov, hkrati pa z lastniki teh elektrarn sklepa pogodbe o odkupu električne energije za dobo 15 let (življenjska doba fotovoltaične elektrarne je cca. 25 let). Subvencije s strani države se dodeljujejo glede na namembnost ter lokacijo objekta in načina vgradnje fotovoltaičnih celic (modulov). Prav tako pa je s strani države predvideno zmanjševanje kvote, predvidene za subvencioniranje tovrstnega pridobivanje električne energije. Znano je dejstvo, da so države, kot sta Kitajska in Japonska na tem področju nekaj korakov pred nami, saj sta obe že nasičeni s tovrstno tehnologijo. Avtorja bova pripravila pregled, kako se z rešitvijo teh težav lotevajo pri nas v Sloveniji, v državah EU in nenazadnje v Ameriki, kjer je ta panoga še v fazi preizkušanja.

Ključne besede: trženje, integrirana fotovoltaika, subvencioniranje, obnovljivi viri

Development and promotion offering of photovoltaic moduls

Abstract

There are many objects in Slovenia which roof surface measuring are one thousand and more square metres and they are perfect for photovoltaic moduls – (an orientation is towards south). These objects are mainly owned by companies which grew in ex-common country SFRJ. Mainly, these roofs are simple, covered by asbestos which is too old and harmful for health. By rough estimation there are at least 80% of such objects - at the same time companies are mainly big consumers of electric energy. Upon instruction of European Community all material which is harmful for health should be changed with less dangerous one. Countries reacted on different ways in order to encourage the building of such objects which would be able to gain electric energy from renewed sources. Slovenia took an opportunity to give a partly subsidy - till 80% to physical and artificial person in order to build power station to gain electric energy from renewed sources. On the same

time the owners of these power stations are able to conclude the contracts for repurchase of electric energy for the period of 15 years - the life period of fotovoltaic power station is approx. 25 years. The subsidy from the state is given regarding the intention and the location of the object and the way of input of fotovoltaic moduls. The state also foresees decreasing of amount which is anticipated for subsidy of electric energy, gained on such way. The fact is that countries such China and Japan are many steps before us, both countries are full with respective technology. Both authors will prepare a review how here in Slovenia or in other countries of European Community and nevertheless in United States of Amerika, where this branch is in the phase of tryout, people solve these problem.

Key words: marketing, integrate fotovoltaic, subsidy, renewed sources



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Podpora logistične tehnologije v procesih maloprodaje

Povzetek

Kot v vseh ostalih panogah gospodarstva so se pod vplivom hitrega razvoja informatizacije, povečanjem internationalizacije in globalizacije zgodile velike spremembe v procesih maloprodaje. Klasično naročevanje in spremljanje blaga počasi tone in večji del podjetij, ki se ukvarjajo z maloprodajo prehajajo v nove načine prodajnih oblik. Procesi maloprodaje so postali hitrejši in učinkovitejši, kar povzroča tudi hiter rast prihodka. Kljub trenutni „recesiji“ se bodo podjetja morala prilagajati in v svoje poslovanje uvajati nove tehnologije, ki bodo procese pospeševali. V zadnjih petnajstih letih je k temu zagotovo največ pripomogla logistika skozi zmanjševanje stroškov in izboljšanjem kvalitete uslug znotraj procesov maloprodaje. Namen in cilj članka je poskušati predstaviti tehnologijo, ki je vplivala na logistiko in s tem tudi neposredno na procese maloprodaje. Ker so življenski ciklusi izdelkov vse krajsi, so oskrbovalne verige primorane (bile

primorane) biti usmerjene k ključnim spremembam. K tem pa so in še bodo zagotovo pripomogle tehnologije kot so RFID tehnologija in avtomatizacija blagovnih zalog.

Ključne besede: logistika, logistične tehnologije, maloprodaja, RFID

Logistics support technology in the processes of retail

Abstract

Under the influence of the rapid development of informatization, increasing internationalization and globalization, major changes have appeared in the processes of retail, and in all other sectors of economy, as well. Classic ordering and tracking of goods have been slowly decreasing and most companies that are engaged in retailing, pass to new ways of sell forms. The processes of retail become faster and more efficient, causing faster income growth, as well. Despite of current "recession", companies will have to adapt, introducing into their business new technologies, that will accelerate the processes. In the last 15 years, this was mostly influenced by logistic through the cost reduction and improving the quality of services within the processes of retail. The purpose and the objective of the article is to present the technology, that has influenced upon the logistics and thus directly on the processes of retail. Because of short life cycles of products, the supply chains have been forced to be orientated to the key changes. This has been so far and surely will be in the future contributed by the technologies as RFID technology and stock of goods automation.

Key words: logistics, logistics technologies, retail, RFID



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Trendi prodaje v podjetju ProCon, d. o. o.

Povzetek

V trgovskem podjetju je prodaja ena izmed temeljnih funkcij. Pospeševanje prodaje je načrtovana aktivnost, njen glavni cilj je spodbuditi kupce k takojšnjemu nakupu. Kupci so ključnega pomena v vsakem podjetju, saj v izdelkih iščejo koristi zase in za zadovoljevanje svojih potreb ter na ta način podjetju zagotavljajo prihodek za zagotavljanje poslovanja. Celoten potek pospeševanja prodaje je potrebno skrbno načrtovati in spremljati tudi njegovo izvajanje. Vrednotenje rezultatov pospeševanja prodaje mora biti za podjetje pomembno, saj le tako lahko spremljajo in analizirajo rezultate. Podatke lahko koristno uporabijo tudi za načrtovanje bodočih načinov pospeševanja prodaje ali za prihodnje poslovne odločitve. Raziskava akcije pospeševanja prodaje v podjetju ProCon, d. o. o., po posameznih programih prodaje je bila izvedena z namenom proučitve izbire načina pospeševanja prodaje, ki najbolj prepriča potrošnike v nakup, in ugotovitve povečanja prodaje na podlagi izvedene akcije.

Ključne besede: podjetje, pospeševanje prodaje, sodobni pristopi, akcija, ProCon, elektromaterial, orodje za elektroinštalaterje

Sales trends in the company ProCon, d. o. o.

Abstract

Sale is one of the basic functions of a trading enterprise. Accelerating sale is a planned activity and its primary goal is to encourage consumers to

make an immediate purchase. Customers are of vital importance. In a product they look for benefits for themselves and meeting their needs. Through that they secure income for the enterprise to continue its business. The entire process of accelerating sale needs to be carefully planned and monitored. An evaluation of results of accelerating sale must be significant for the enterprise for this is the only means of monitoring and analyzing results. The assessment of accelerating sale in ProCon, d. o. o., enterprise according to different segments of sale was carried out with an intention to assess selection of methods of accelerating sale which best persuades customers to make a purchase, and to accelerate sale owing to implemented measures.

Key words: enterprise, sale accelerating, modern approaches, activity, ProCon, electrical equipment, tools for electricians



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Špedicija v povezavi z intrastatom prednosti in slabosti

Povzetek

Danes ima mednarodna špedicija vse večji pomen. Prav zaradi tega so bila ustanovljene različne mednarodne in nacionalne nevladne špedičijske organizacije in združenja, ki skušajo čim bolj povezati špediterska podjetja med seboj. Vendar je še vedno najpomembnejše znanje špediterja o vseh logističnih in drugih dejavnostih, ki zagotavljajo nemoteno gibanje blaga od prodajalca do kupca. V raziskavi sem ugotovila, da so statistični podatki med državami članicami, kljub prostemu pretoku blaga in ukinitvi vseh carinskih formalnosti še vedno eden izmed osnovnih makroekonomskih kazalnikov. Z uvedbo t.i. denarne unije so ti podatki še bolj iskani in morajo

biti na voljo hitreje kot v preteklosti. V članku želiva izhajajoč iz izkušenj in prakse predstaviti delovanje špedicije v njeni vlogi in podrobnejše predstaviti Intrastat, kot zelo pomembno komponento pri statistični blagovni menjavi podatkov med državami članice Evropske unije. Z metodo opazovanja in lastnimi izkušnjami pridobljenimi z leti dela želim podrobnejše predstaviti prednosti in slabosti Intrastata, samo izvajanje in način izvajanja, proučiti vse faze poročanja za Intrastat, odgovornost poročanja, vrste podatkov, način poročanja in kompletno shemo Intrastata.

Ključne besede: špediter, Intrastat, poročevalska enota, tok blaga, Evropska unija

Shipping in connection to intrastat the strengths and weaknesses

Abstract

Nowadays shipping has an important role in everyday life. That is the reason that many international and national shipping organisations were established in order to connect all shipping companies. The most important is the knowledge of any forwarder about logistics and other activities which enables goods to move from a seller to a buyer. In my research I found that the statistical data between Member States, despite the free movement of goods and the abolition of all customs formalities are still one of the main macroeconomic indicators. With the introduction of so-called monetary union, these data are most sought after and should be available more quickly than in the past. In this article we would like to introduce the Intrastat as an important component at statistical barter goods and I also wanted to introduce the function of shipping at its role. The method of observation and their own experience gained over the years of work I want to present in detail the strengths and weaknesses Intrastata, only the implementation and operation, examine all phases of Intrastat reporting, accountability reporting, the types of information, reporting and complete Intrastat scheme.

Key words: forwarder, Intrastat, reporting unit, goods flow, European Union



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Sledljivost izdelka skozi proizvodni proces

Povzetek

Sledljivost se nanaša na sledenje izdelku v distribucijski verigi, skozi njegovo celotno dobo uporabnosti, z namenom prepoznavanja. Medtem ko je stroga kontrola nujnost in zelo občutljiv proces v živilski industriji, je pri drugih lahko vzvod do konkurenčne prednosti. Sistem sledljivosti si bomo podrobneje ogledali na primeru avtomobilske industrije, kjer je učinkovito sledenje pomembno za procese proizvodnje, skladiščenja, logistike in obvladovanja storitev. Potrebe po celovitem, hitrem in učinkovitem pretoku pravih informacij so velike. Razvoj tehnologije zahteva nenehno izboljševanje ter veliko mero fleksibilnosti pri prilagajanju novim zahtevam, vedno večji poudarek pa daje informatizaciji poslovanja. V oskrbni verigi pri izboljšavah sodelujejo vsi partnerji, saj so za stalno sodelovanje potrebne prilagoditve. Na konkretnem primeru bomo raziskali obstoječ sistem sledljivosti, njegove prednosti in slabosti ter kakšne so smernice za naprej.

Ključne besede: sledljivost, konkurenčna prednost, avtomobilska industrija, informatizacija, oskrbna veriga.

Traceability of the product through the production process

Abstract

Traceability applies to the tracing of the product through the distribution chain, through its life span with the purpose of identification. For alimentary industry, strict control is a necessity and a very sensible process, while at other industries it can be a lever for competitive advantages. We will present the traceability system in details on the case of car industry, where efficient tracing is very important for the production processes, storage, logistics and service control. The need for complete, quick and efficient flow of information is very big. The development of technology requires constant improvements and a great deal of flexibility in adaptation to new demands, and more and more emphasis is given to the informatization of operation. In the supply chain for improvements the cooperation of all partners is necessary as adaptations are needed for constant cooperation. We will look at a concrete example to reveal the existing system of traceability, its advantages and weaknesses and at the guidelines for the future.

Key words: traceability, competitive advantage, car industry, informatization, supply chain



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Poznavanje ruskega pogajalskega sloga – pogoj za uspeh slovenskih podjetij na ruskem trgu

Povzetek

Pogajanja so del vsakdanjega življenja. Posebno »težo« dobijo, kadar pride do srečanja poslovnih partnerjev, ki prihajajo iz različnih kulturnih okolij. Vpliv kulturnih razlik se bolj ali manj izrazi v vseh delih pogajalskega procesa: pri postavljanju ciljev, izbiri pogajalske strategije in taktik, števila pogajalcev, vedenja pogajalcev, njihovem odnosu do časa porabljenega za pogajanja, prostora, v katerem potekajo pogajanja itd. Ruski trg postaja za slovenska podjetja vedno bolj zanimiv. Velja za zahteven in diverzificiran trg, na katerem vlada velika konkurenca, obenem pa ponuja veliko priložnosti v storitveni dejavnosti, visoki tehnologiji in izdelkih z visoko dodano vrednostjo. Večina poslov se sklene na osnovi osebnega poznanstva. Čeprav nekatera podjetja, kot so Krka, Helios, Gorenje idr., na njem poslujejo že tradicionalno, obstaja interes manjših in srednjih podjetij, ki si želijo na ta trg vstopiti. V raziskavi, ki je bila izvedena med predstavniki slovenskih podjetij, smo povzeli njihove izkušnje in analizirali skladnost teorije s prakso. Intervjuvanci so potrdili pomembnost poznavanja ruske zgodovine, kulture in filozofije. Izpostavili so pripadnost domovini in »bratskim narodom«, vero in gostoljubje. Razpoznavna značilnost ruskega pogajalskega sloga je nagnjenost h gradnji tesnih medosebnih odnosov (»slovanska duša«), kar pomeni, da posel dela s človekom in ne s podjetjem. Pomembno je razviti tesne osebne odnose s poslovnimi partnerji, saj subjektivno mnenje vpliva na odločanje. Rusi v odnosih upoštevajo status posameznika. Ruska družba je hierarhična, poznavanje pravih ljudi je ključ do uspeha.

Ključne besede: medkulturna pogajanja, kulturne razlike, ruski pogajalski slog, izkušnje slovenskih poslovnežev

Knowledge of the Russian negotiating style – condition for the success of Slovenian companies on the Russian market

Abstract

The negotiations are part of everyday life. They get special "weight" when there are meetings of business partners who come from different cultural

backgrounds. The effect of cultural differences is more or less expressed in all parts of negotiating process: by defining goals, by choice of negotiating strategy, by number of negotiators, by conduct of negotiators, their relationship to the time, spent on negotiations, by the place, where the negotiations are being placed etc. For Slovenian companies, Russian market is becoming more and more interesting. It is known as demanding and diversified market, with serious competition, but at the same time it is offering many opportunities in the service industry, high technology and products with high added value. Most business is transacted on the basis of personal friendships. Although some companies, such as Krka, Helios, Gorenje and others, operate there traditionally, there is also interest in small and medium-sized companies who want to join this market. In the survey, which was done between the representatives of the Slovenian companies, we summarize their experience and analyze the consistency of theory with practice. Those who were interviewed, confirmed the importance of knowledge of Russian history, culture and philosophy. They underlined the belongings to homeland and origin "fraternal peoples«, faith and hospitality. Distinctive feature of the Russian negotiating style has a tendency to build close interpersonal relationships ("Slavic soul"), which means that they make business with people and not with the company. It is important to develop close personal relationships with business partners, as they affect the subjective opinion of the ruling. Russians take into account the status of the individual relations. Russian society is hierarchical, knowing the right people is a key to success.

Key words: intercultural negotiation, cultural differences, Russian negotiating style, Slovenian businessmen's experience



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Socialno podjetništvo v Sloveniji

Povzetek

Razvoj podjetništva v 21. stoletju je prinesel še eno obliko podjetništva, socialno podjetništvo, ki predstavlja nov pristop temelječ na razvoju

socialnega kapitala in na razvoju podjetniškega pristopa. V današnjem času, tako predstavlja inovativni pristop v podjetništvu. Leto 2010 je evropsko leto boja proti revščini in socialni izključenosti. Je leto nadaljevanja boja proti gospodarski krizi, iskanju učinkovitih vzvodov za okrevanje gospodarstva in za izboljšanje življenjskega standarda ljudi. Zato je namen in cilj prispevka osvetliti pomen socialnega podjetništva. V prispevku je na primeru dobrih praks v Sloveniji opisan razvoj socialnega podjetništva v Sloveniji in ovire, ki se pojavijo pri njegovi implementaciji. Za podrobno predstavljen način razvoja socialnega podjetništva je bil uporabljen deskriptivni pristop domačih in tujih avtorjev, člankov in drugih virov. V prispevku se ugotavlja, da v Sloveniji obstajajo določeni zametki socialnih podjetij v obliki invalidskih podjetij in zaposlitvenih centrov, katerih ključne možnosti za nadaljni razvoj so razširitev ciljnih skupin, prilagoditev usposabljanj in nove storitve. Socialno podjetništvo predstavlja ključni element pri reševanju problema brezposlenosti in pri blaženju posledic gospodarske krize v Sloveniji.

Ključne besede: gospodarska kriza, klasično podjetništvo, socialno podjetništvo, razvoj, ovire

Social enterprise in Slovenia

Abstract

The development of business enterprise in the 21st century has brought a new business style – social enterprise – which represents a new innovative approach to business enterprise based on the development of social capital. The year 2010 is the European Year for Combating Poverty and Social Exclusion. It is the year of fight against the still ongoing economic crisis and the year of seeking solutions for the economic improvement and the higher living standard. Therefore, the aim of this paper is to lay stress on the importance of social enterprise. This paper presents the development of social enterprise through the examples of good practice in Slovenia and the barriers which occur by implementing it. A descriptive approach was used to describe the development of social enterprise and the examples of its use. The definitions, strategies and their practical usage were taken from professional literature, Slovenian and foreign, articles and other sources. The results of this paper show that there are some Slovenian businesses with disabled or invalid members of staff and centers for employment which have incorporated the social enterprise to some

Current aspects of entrepreneurship and marketing

degree. Their main opportunities for progress are to expand their focus groups and to adapt their staff training and services. The social enterprise is the key element in solving the unemployment issue and in lowering the consequences of the economic crisis in Slovenia.

Key words: economic crisis, classical enterprise, social enterprise, development, barrier



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Inovacija kot konkurenčna prednost

Povzetek

Referat bo obravnaval aktualni vidik podjetništva in trženja, ki se bo dotikal konkurenčne prednosti kot rezultat inovacije. Kot vsi poznamo je inovacija uvedba ali pomembno izboljšanje nekega produkta, procesa, sistema. Rdeča nit referata bo inovacija (pomembno izboljšanega izdelka) na področju medicinskih pripomočkov, ki jo je podjetje kot generalni zastopnik za Slovenijo pričelo uvajati na trg že pred letom dni. S tem se je povečala konkurenčna prednost podjetja, saj je njen že obstoječ prodajni assortiment nadgradila z izdelkom, ki ga konkurenca še ni uspela razviti. Potrebno je poudariti, da lahko podjetje svoje izdelke prodaja le preko javnih naročil, saj so naše stranke javni zavodi, kjer poteka nabava izključno na navedeni način. Po letu dni uvajanja novega pomembno izboljšanega izdelka na trg smo opazili, da se je zaradi narave prodaje (javna naročila) in izključne ekskluzivne inovacije naša konkurenčna prednost zvišala in se odrazila v dvigu tržnega deleža.

Ključne besede: inovacija, konkurenčna prednost, SWOT analiza, trženska strategija

Innovation as a competitive advantage

Abstract

This paper deals with the current aspect of entrepreneurship and marketing, which describes the competitive advantage as the result of innovation. Innovation is the introduction or a significant improvement of a product, process, system etc. The paper focuses on innovations in the field of medical equipment, which were introduced by the company as the general agent on the Slovenian market a year ago. This improved the competitive advantage of the company, as its existing assortment was supplemented with a product the competition had not yet developed. The company can sell its product solely by public contracts, as our clients are public institutes. After one year of introducing the new, improved product to the market we noticed that the nature of sale (public contract) and the exclusive innovation brought about the rise of the competitive advantage, reflected in the rise of the market share.

Key words: innovation, competitive advantage, SWOT analysis, market strategy



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Kompatibilnost osebne prodaje in javnih naročil

Povzetek

Referat bo obravnaval aktualni vidik podjetništva in trženja, ki se bo dotikal kompatibilnosti osebne prodaje in javnih naročil. Cilj javnega naročanja je odpreti trg javnega naročanja širšemu krogu potencialnih ponudnikov s ciljem doseganja večje kakovosti za isti denar, ter omogočiti lažji dostop malim in srednjim podjetjem do tega trga. V praksi se je izkazalo, da temu ni tako. Razpisi se pripravljajo tako, da omejujejo konkurenco z v naprej dogovorjenimi tehničnimi zahtevami, ki so opisane na način, da ustrezajo izdelkom posameznih podjetij. Tukaj nastopi osebna prodaja s katero se kupcu približamo, si pridobimo njegovo zaupanje, nakar mu ponudimo pomoč pri naslednji sestavi tehničnih zahtev in pri sestavi predračuna za

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javno naročilo. Skozi daljše obdobje osebne prodaje in sodelovanju pri javnih naročilih smo ugotovili, da ima osebna prodaja višji nivo pomembnosti kot smo si sploh lahko predstavljali. Na podlagi pridobljenih rezultatov smo sklenili, da bomo osebni prodaji namenili še več pozornosti. Članek obravnava osebno prodajo in javna naročila kot dva faktorja, ki sta pri prodaji medicinske opreme zelo povezana.

Ključne besede: osebna prodaja, javna naročila, tehnične zahteve, omejevanje konkurence

Compatibility of personal sale and public contracts

Abstract

The paper deals with the current aspect of entrepreneurship and describes the compatibility of personal sale and public contracts. The goal of public contracting is to open the market of public contracting to a broader circle of potential suppliers in order to get better quality for the same amount of money and to ensure easier access to the market for small and middle sized enterprises. Praxis shows, however, that this is not always the case. Tenders often restrict the competition by defining technical requirements specified in advance and describing them in such a way that they correspond to products of particular companies. This is where personal sale kicks in, through which we can establish a closer contact with buyers, gain their trust and then offer help in specifying the technical requirements when preparing the cost estimate for the public contract. Through a longer period of personal sale and cooperation in public contracting we established that personal sale is more important than we had thought. Based on the acquired results we decided to pay more attention to it. The article deals with personal selling and public procurement as two strongly connected factors in the marketing of medical equipment .

Key words: personal sale, public contracts, technical requirements, restriction of competition



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Klasifikacija odjemalcev z oceno in analizo trženjskega tveganja kot orodje za izboljšanje poslovnih odločitev

Povzetek

Velikokrat pozabljamo, da osredotočenost na odjemalce za veliko podjetje ne pomeni samo opredelitev in izpolnjevanja odjemalčevih potreb s ciljem, da povečujemo njihovo zadovoljstvo, temveč zahteva od nas, da odjemalce spoznamo tudi v luči tveganja, ki ga prinese poslovanje z njimi. Prispevek obravnava problematiko klasifikacije odjemalcev z oceno in analizo trženjskega tveganja kot orodje za izboljšanje poslovnih odločitev. Model, s katerim ugotavljamo tržensko tveganje, temelji na oceni odjemalčeve finančne discipline, obsega nakupa, neupravičenih reklamacij, sposobnostjo komuniciranja, transportnimi in logističnimi problemi ter poslovnim ugledom podjetja. Odjemalce na osnovi ocen CRI klasificiramo v razrede odličnih, dobrih, zadovoljivih in tveganih odjemalcev. Klasifikacija omogoča, da se z odjemalci, ki so se uvrstili med odlične in dobre poenostavi sodelovanje (najvišja stopnja zaupanja pri naročilih), medtem ko se z odjemalci, ki so v skupini zadovoljni in tvegani vzpostavi specifične protokole. Z analizo razvrščanja v skupine (cluster analysis), multidimenzionalnim skaliranjem ter faktorsko analizo podatkov in ocen tveganja smo zaznali podobnosti in razlike med odjemalci, s primerjalno analizo in z izračunanimi trendi od leta 2006 do 2009 pa smo izmed 40

največjih odjemalcev opredelili tiste, ki so najbolj občutili gospodarsko krizo in se jim je indeks tveganja najbolj poslabšal. Poslovne strateške odločitve, ki jih podjetje sprejme in izvaja, niso odvisne samo od razmer na trgu in ocene posameznega odjemalca, ampak je velikokrat pomembna tudi umestitev odjemalca v primerjavi z ostalimi. Analiza trženjskega tveganja omogoča, da poslovne odločitve upoštevajo vse vidike poznavanja odjemalcev.

Ključne besede: ocena poslovnega tveganja, klasifikacija odjemalcev s clustersko analizo, faktorska analiza, analiza trendov

Customer classification analysis by the assessment of marketing risk as an important tool for the improvement of business decisions

Abstract

Often we forget that for the large enterprise the focus on customer does not mean only the determination and fulfillment of the customer needs with a view to increasing their satisfaction, but it requires of us to recognize the customers in light of the business risk they bring with them. In this paper the problem of customer classification by the assessment of marketing risk as an important tool for the improvement of business decisions was analysed. The model of a marketing risk assessment is based on customer's financial discipline, the extent of purchasing, unjustified compliants, the ability of good communication, transport and logistical problems and the business reputation of the company. Customers are on the basis of estimates of CRI classified in the classes of excellent, good, satisfactory or risky clients. Classification allows us to facilitate the cooperation (the highest level of trust in contacts) for the customers qualified in classes excellent and good, while for the customers in only satisfactory and venture group the specific protocols are established. In this paper, a cluster analysis, multidimensional scaling and factor analysis of risk assessment data of 40 largest customers were performed to establish the similarities and differences between customers. A comparative analysis of trends from years 2006 to 2009 to identify the customers most marked by the economic crisis and by deterioration of risk index was carried out.

Business strategic decisions which are adopted and implemented by the enterprise depend not only on market conditions and evaluation of each client but often on customer installation in comparison with others. Analysis of the marketing risk makes business decisions, which take into account all aspects of customer recognition, possible.

Key words: measurement of marketing risk, classification of customers, cluster analysis, factor analysis, trend analysis



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The Importance of Creative Climate in Croatian SMEs

Abstract

Creative climate is assumed to be necessary for innovation. Innovation implies new solutions that will affect business performance. Some of the prerequisites for creativity and innovation include organizational encouragement, supervisory encouragement, work group encouragement, freedom and autonomy and sufficient resources. Existing literature offers different instruments to assess organizational climate. The research was done using Ekvall's Creative Climate Questionnaire which was designed to provide assessment of organizational conditions that may support or impede creativity and innovation. Findings indicate relatively high evaluation of the importance of creative climate and innovation. Moreover, the results have shown that creative climate and innovation are related to business performance.

Key words: creative climate, innovation, SMEs



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Socialna odgovornost in sestavine dela

Povzetek

Poleg ekonomske odgovornosti imajo podjetja tudi družbeno socialno odgovornost med katero prištevamo tudi skrb za zaposlene in delovna mesta. V prispevku obravnavamo povezavo med socialno odgovornostjo in sestavinami dela na delovnem mestu. Osrednje managersko vprašanje pri tem je kako ustvariti razmere, da bo delovno mesto varno, da bodo zaposleni rad delali, bili inovativni in se ob delu razvijali. Na osnovi ugotovitev iz literature in svojih izkušenj smo oblikovali izkustveno raziskavo in na vzorcu 127 anketiranih ugotavljali odnos anketiranih do posameznih sestavin dela.

Ključne besede: delovno mesto, odgovornost managementa, vodenje, organizacija

Social responsibility and job design

Abstract

Contemporary enterprises are facing not only economic but also social responsibility. The importance of the prevailing social trends may have significant impact on the treatment of their employees and their jobs. The article deals with the links between social responsibility and some elements of the job. The main management consideration in the process of creating jobs remains on introduction of safe and incentive work conditions that stimulate innovations and growth of employees. On the basis of findings in literature and our experience, our empirical research - conducted on 127 interviewed - studies the standpoints of the interviewed towards the some elements of job design.

Key words: job, management responsibility, leadership, organization



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Poslovna pogajanja kot priložnost za nabavo

Povzetek

Zaradi sedanje vsesplošne gospodarske krize so pričeli managerji nabavnemu oddelku pripisovati zelo pomemben položaj v primerjavi z ostalimi oddelki v podjetju. Uspešna poslovna pogajanja v nabavi so ključnega pomena za dosego želenega cilja, optimiranje stroškov ter obvladovanje zalog, kar še posebej velja za velika proizvodna podjetja. Poslovna pogajanja zahtevajo od pogajalskih timov veliko znanja in izkušenj, da dosežejo predvidene rezultate. V okviru pogajalskega procesa je potrebno izbrati ustrezno taktiko, kar je še posebej pomembno pri pogajanjih z dobavitelji, s katerimi želi podjetje ohraniti in graditi dolgoročno partnerstvo. Od uspešnosti pogajanj je odvisno, kako bo deloval nabavni oddelek in s tem tudi celotno podjetje, saj se v proizvodno naravnanih podjetjih vrtijo velike vsote denarja prav okoli nabave materiala in polizdelkov. Na primeru podjetja Turboinštitut, d.d. želimo raziskali vpliv pogajanj na nabavno poslovanje. Cilj referata je potrditi, da nam samo uspešna poslovna pogajanja, ki temeljijo na ustreznih taktikah, omogočijo doseči želeni rezultat.

Ključne besede: poslovna pogajanja, nabava, pogajalske taktike, optimiranje stroškov

Business negotiations as an opportunity for purchasing

Abstract

Because of the actual general economic depression the managers have begun to attribute greater importance to the purchasing department, in comparison with other functions in the company. The successful business negotiations have the key importance to achievement of the objectives, cost optimisation and stockpile management that is important for the large production companies. Business negotiations require a lot of skills and experiences from the negotiation teams. Within the framework of the negotiations process it is necessary to choose a suitable tactic which is very important for the negotiations with the suppliers in order to keep and build a long-term partnership. The efficiency of the purchasing department and the whole company is dependant on the success of negotiations. Especially the production oriented companies spend big amounts of money for the purchasing of material and semi-manufactured products. We would like to investigate the influence of negotiations to the purchasing dealings in the company Turboinstitut d.d.. The objective of our report is to prove how important business negotiations are, based on the suitable tactics for the achievement of desirable business results.

Key words: business negotiations, purchasing, negotiation tactics, cost optimization



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Vizija razvoja poslovne logistike

Povzetek

Edina konstanta sodobnega sveta je proces nenehnega spreminjanja, ki povzroča sistemske spremembe pri vsakdanjem življenju in delu ter v masovni ponudbi novih izdelkov/storitev. Določenih izdelkov si več ne

moremo zamisliti brez spremljajočih storitev. Običajno je zelo ozka meja med fizičnim izdelkom in storitvijo. Glavni strateški cilj sodobnih podjetij v globalni ekonomiji je doseči stabilnost in konkurenčno prednost. Trženje, prodaja in logistika temeljijo na partnerstvu in zahtevajo zelo profesionalne odnose med vsemi udeleženci. V organizacijskem in razvojnem smislu danes logistika prerašča v strateško funkcijo podjetja in se sooča z novimi izzivi v sodobni ekonomiji. V članku bo predstavljen koncept optimalnega blagovnega toka, ki se odraža v delovanju učinkovite oskrbne verige, le-ta pa je krmiljena iz centralizirane ter uravnotežene logistične funkcije. Vsled tega je potrebno zagotoviti sinergijo v oskrbni verigi, saj vemo da je takšna veriga toliko močna, kolikor je močan njen najšibkejši člen. Učinkovit management logistike, ki je enakovreden managementu ostalih poslovnih funkcij v podjetju, bo lahko prinesel konkurenčno prednost, večjo produktivnost, večjo solventnost, sinergijo, kapitalsko ustrezost in dobičkonosnost. Logistična dejavnost ponuja izzive in potenciale za prihodnost podjetij.

Ključne besede: logistične strategije, oskrbne verige, upravljanje logistike, marketing, blagovni tok

The Vision of Development in Business Logistics

Abstract

The only constant in today's World is change. Changes are reflecting also through work systems changes and in the mass of new products and

services. Some of today's specific products are barely imaginable without accompanying services. Often there is a very thin boundary to perceive between physical product and service. The main aim of every firm in today's global economy is to gain stability and competitive advantages. Marketing, sales and logistics services are based on partnership and requires highly professional personal contacts between all parties. Organizationally logistics is nowadays overgrowing in the strategic function of the company as it faces new challenges in actual business. The concept of an optimal material flow, which appears in effective supply chain and is optimally controlled by the logistics function, will be presented in this paper.

From this perspective, it is necessary to ensure that all links of the supply chain are strong enough, since it is known that the whole chain is only as strong as its weakest link. Effective logistics management, where logistics will be equivalent to other business functions, shall bring competitive advantages, efficiency, solvency, synergy, optimal capital structure and adequate profitability to the company business. Therefore the logistics function offers challenges and potential for the future.

Key words: logistics strategies, supply chain, logistics management, marketing management, material flow



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Ujetost v odnos z monopolistom in njegov vpliv na nezadovoljstvo in zvestobo porabnikov: primer Dars, d. d.

Povzetek

Na zadovoljstvo porabnikov vpliva več dejavnikov zadovoljstva. Pri storitvah so to cena, kakovost storitev, kakovost osebja in image podjetja. Ti dejavniki posredno preko zadovoljstva ali povsem neposredno vplivajo na zvestobo porabnikov. V konkurenčnih tržnih strukturah zadovoljstvo porabnikov vodi v zvestobo porabnikov, nezadovoljstvo pa ponavadi ne. V monopolni tržni strukturi pa je lahko je situacija drugačna, saj porabnik nima izbire in kljub nezadovoljstvu s ponudnikom le-temu ostaja zvest. Takšna ujetost v odnos pa podjetju lahko škodi. Ne le, da bo ponudnik ob pojavu konkurence izgubil porabnika, nekateri nezadovoljni porabniki celo širijo slab glas o podjetju. Poleg tega so taki porabniki zelo dragi za podjetje, saj se porabniki, ki se čutijo ujeti, vselej pritožijo, ko dobijo priložnost in vedno znova zahtevajo in iščejo dodatne storitve. Naša raziskava je narejena na primeru monopolista Dars, d. d., kjer ugotavljamo, da se porabniki čutijo ujete v odnos z njim, ker nimajo izbire. Ta ujetost, v

povezavi s slabšo kakovostjo storitev, ki jo zaznavajo porabniki Dars, d. d., vodi v nezadovoljstvo in prikrito zvestobo. Porabniki kažejo vedenjsko zvestobo, saj nimajo druge izbire, medtem ko jih na ponudnika ne vežejo pozitivna čustva in stališča, saj se v odnosu počutijo kot ujetniki.

Ključne besede: zadovoljstvo, prikrita zvestoba, monopol, ujetnik

Being trapped in a relationship with a monopolist and its impact on dissatisfaction and loyalty:a case of Dars, d. d.

Abstract

There are many different factors that influence customer satisfaction. In services the factors are price, quality of services, quality of personnel and image of the company. These factors influence loyalty, directly or indirectly through customer satisfaction. In competitive market structures customer satisfaction leads to loyalty while dissatisfaction usually not. In monopolistic market structures the situation is different, because customers don't have a choice and in spite of dissatisfaction customers stay loyal. This kind of a trap in a relationship can be harmful for the company. Company can lose a customer if a competitor arrives and some customers may speak badly about the company if unsatisfied. Besides these kind of customers are very costly for the company as they may complain whenever an opportunity arrives and always look for additional services. Our research is carried out on the case of monopolistic company Dars, d.d., where we find out that customers feel trapped because they don't have a choice. This entrapment connected to somewhat worse quality of services that customers perceive leads to dissatisfaction and hidden loyalty to Dars, d.d. Customers show behavioral loyalty because they simply have no other choice, while they don't share positive emotions to the company as they feel hostages in relationship.

Key words: satisfaction, hidden loyalty, monopoly, the hostage



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Managing Succession in Bulgarian Family Firms: specificity, problems and challenges

Abstract

The current state of Bulgarian family business and its contribution to socio-economic development are rarely in the focus of public and political interest. Usually family business is accepted as a small scale business, predominantly micro and small firms, typical for some sectors, characterized with low added value activities. Nevertheless, it could be outlined the significant contribution of family firms to employment creation and long-term stability of Bulgarian economy, but at the same time their weakness and necessity of strong public support. Bulgarian family firms as all private businesses in the country are still at a very young age and are managed mainly by the first generation entrepreneurs. Therefore, just now

the issue of transfer of ownership/ management to the next family generation appears. In this respect the paper analyze and assess the state of development of Bulgarian family business and on this base reveal specific characteristics, problems and challenges of managing succession in Bulgarian family firms.

Key words: family business, Bulgarian family firms, managing succession



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Oblikovanje novih proizvodov in uvajanje novega tehnološkega procesa – TENIFER®

Povzetek

TENIFER® postopek nitrokarburiranja v solni raztopini je poznan po vsem svetu. Z njim znatno izboljšamo lastnosti jekla in litega železa, na primer odpornost na obrabo, korozjsko odpornost ter površinsko in dinamično trdnost. V primerjavi z ostalimi procesi modifikacije površine je TENIFER® proces lahko izvedljiv, ekonomičen, daje reproducibilne rezultate in ne povzroča praktično nobenih sprememb v dimenzijsah materiala. Za nemoteno obratovanje solne kopeli sta potrebna dodatek za nadomestilo soli in dodatek za regeneracijo kopeli. Glavna prednost procesa je nestrupenost regeneratorja. S točnim doziranjem količine dodatkov v raztopini nastajata natrijev in kalijev cianat, s pomočjo katerih poteka nitriranje. Glede na to, da ta postopek poteka brez sprememb volumna, ne prihaja do nastajanja odpadnih soli. Po obdelavi v solni kopeli sledi hlajenje v vodni kopeli, kjer soli, ki se nahajajo na materialu, oksidirajo v karbonate. Hkrati s hlajenjem v tej kopeli poteka tudi oksidacija površine materiala, kar znatno poveča njegovo korozjsko odpornost. Namen članka je predstavitev na novo uvedenega tehnološkega postopka v podjetju in kratka ocena uspešnosti investicije.

Ključne besede: nitrokarburiranje, nitriranje, solna raztopina, odpornost materiala

Product Design and Introduction of a New Technological Process - TENIFER®

Abstract

The TENIFER® nitro carburizing process in a salt solution is well established all over the world. This process considerably improves the properties of steel and cast iron, for instance wear resistance, corrosion resistance as well as surface and dynamic hardness. Compared to other surface modification processes the TENIFER® process is simple, economical, yields reproducible results and causes practically no changes in the dimensions of the material. In order to assure uninterrupted salt bath, salt supplement and regenerator need to be added. The process's main advantage is the non-toxicity of the regenerator. Exact dosages of the additives quantity lead to the formation of sodium cyanate and potassium cyanate needed for the nitration. Given that the procedure is carried out without changes in volume, no waste salts ensue. Salt bath treatment is followed by cooling in a water bath, where the salts in the material oxidize into carbonates. Simultaneously with cooling in this bath the material surface is oxidized, which considerably enhances its corrosion resistance. The article presents the newly introduced technological procedure in the company and briefly evaluates the investment's efficiency.

Key words: nitro carburizing; nitration, salt solution, carbon steel, corrosion resistance, wear resistance



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Merjenje kakovosti storitev v Dijaškem domu Maribor

Povzetek

Dijaški dom je vzgojno-izobraževalni zavod, katerega osnovna naloga je skrb za zadovoljitev socialnih potreb srednješolcev, ki se šolajo izven kraja svojega stalnega prebivališča. V času vse večje konkurence je kakovost storitev postala odločilen dejavnik uspešnosti in obstoja zavodov. Namen prispevka je prikazati rezultate raziskave kakovosti storitev osnovne dejavnosti v Dijaškem domu Maribor, katere cilj je bil ugotavljanje zaznane kakovosti storitev v očeh dijakinj in dijakov. Raziskovali smo, katere značilnosti storitve so najbolj vplivne na oceno kakovosti in na katerem področju storitev dijaškega doma je največja vrzel med pričakovanji dijakov in njihovim zaznavanjem kakovosti izbranih storitev. Poskušali smo najti odgovore na vprašanje, kako dijaki ocenjujejo pogoje za učenje, ponudbo interesnih dejavnosti, bivalni standard, prehrano in medsebojne odnose v Dijaškem domu Maribor.

Ključne besede: storitve, vzgoja in izobraževanje, trženje, kakovost, merjenje kakovosti

Services quality measurement in Dijaški dom Maribor

Abstract

A secondary school student hostel is an institution that basic aim is to meet the needs of those students who are educating themselves outside their place of permanent residence. At the time of fierce competition, the quality

of services has become the major factor in success and existence of an institution. The purpose of this paper is to present the results of the research of services quality in Dijaški dom Maribor. The main objective of the research was to measure students' perceptions of services quality. We were investigating which characteristics of the services have the greatest impact on the students' perceptions of the services quality and in which services provided by the student hostel is the greatest gap between students' expectations and perceptions of the services quality. Our objective was to answer the questions, how students evaluate the conditions for learning, the offer of optional activities, living standard, diet and mutual relationships in Dijaški dom Maribor.

Key words: services, marketing, education, quality, quality measurement



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Model vpliva managerskih kompetenc na uspešnost podjetja

Povzetek

Eno izmed najbolj učinkovitih managerskih orodij, s katerimi si v podjetjih in drugih organizacijah nenehno prizadevajo za izboljšanje njihovega poslovanja, so nove strukture organiziranosti, med katere uvrščamo tudi procesno organiziranost. Nove strukture organiziranosti pa zahtevajo managerje, ki bodo zmožni in pripravljeni sprostiti človeške potenciale s prepoznavanjem lastnega pomena in ciljev organizacije, komuniciranjem, spodbujanjem, motiviranjem, zmanjševanjem birokracije, pritiska na zaposlene in timskim delom, kar pomeni, da se morajo tradicionalna načela managementa precej spremeniti. V prispevku predstavljamo model vpliva managerskih kompetenc na izbiro strukture organiziranosti in njihov vpliv na uspešnost podjetja. Pri tem smo se osredotočili na vlogo in pomen vodstvenih veščin (t. i. soft skills) s poudarjanjem na voditeljstvu (leadership).

Ključne besede: strukture organiziranosti, kompetence, voditelji, uspešnost, model

The model of impact of managerial competences on company effectiveness

Abstract

One of the most effective managerial tools which is used in companies and other organizations to improve their operations are new structures of organization, including process organization. However, new structures of organization ask for managers that are capable and ready to release human potentials by recognizing their own significance and the goal of the organization, by communication, encouraging, motivation, reduction of bureaucracy and pressure on employees and team work, which means that traditional principles of management must rather change. In the article we present the model of impact of managerial competences on the choice of structure of organization and their impact on company effectiveness. We focus on the role and significance of managerial skills (soft skills) with the emphasis on leadership.

Key words: structures of organization, competences, leaders, effectiveness, model



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Povezanost uspešnosti prodaje in urejenosti mesta nakupa – primer družbe Relax Turizem

Povzetek

Družba Relax Turizem je ena izmed sedmih hčerinskih družb poslovnega sistema Relax. Družba je razvila sistem lastnih poslovnih enot, v katerih se odvija prodaja turističnih proizvodov (počitnic in potovanj) na mestu nakupa. Lastna prodajna mreža obsega 20 mest nakupa s 30 prodajalci. Odločitev o razvoju lastne prodajne mreže je temeljila na predpostavki, da sta lahko obseg in kakovost prodaje v lastnih poslovnih enotah večja zaradi boljše zunanje in notranje urejenosti mesta nakupa ter bolje usposobljenih prodajalcev. Za preverjanje te predpostavke je bila v 2009 v vseh poslovalnicah družbe Relax Turizem izvedena raziskava. Izhajajoč iz predpostavke, da na uspešnost vplivajo različni elementi, je bil cilj raziskave ugotoviti stopnjo vplivnosti posameznih vidikov urejenosti mesta nakupa na uspešnost nakupnega mesta in prodajalcev. Rezultati raziskave so pokazali močno stopnjo povezanosti urejenosti mesta nakupa z uspešnostjo prodaje.

Ključne besede: prodajalec, mesto nakupa, urejenost, uspešnost

Correlation between Sales Efficiency and the Tidiness of the Place of Purchase – The Case Study of Relax Turizem

Abstract

Relax Turizem is one of seven subsidiaries of the Relax business group. The company developed a system of their own business units where touristic products (holidays and travels) are sold at the place of purchase. The company's sales network consists of 20 places of purchase with 30 salespersons. The decision to develop their own sales network was based on the presumption that the number and the quality of sales in their own sales units would be higher due to better external and internal tidiness of

the place of purchase and better qualified sellers. To examine this presumption, there was research conducted in all units of Relax Turizem in 2009. Considering the assumption that efficiency is influenced by different elements, the goal of the research was to establish the influence level of individual aspects of the place of purchase on the efficiency of the place of purchase and salespersons. The results of the research showed a strong level of correlation between the tidiness of the place of purchase and sales efficiency.

Key words: salesperson, place of purchase, tidiness, efficiency



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Izboljšanje fleksibilnosti pri prodaji naftnih derivatov s pomočjo napitnine

Povzetek

Cilj raziskave je bil ugotoviti povezanost med neodvisnimi spremenljivkami: (i)spolom, (ii)starostjo in (iii)izobrazbo ter odvisnimi spremenljivkami: (i)funkcionalno, (ii)numerično, (iii)finančno fleksibilnostjo in (iv)prejemanjem napitnine, ter tako raziskati ali lahko z napitnino povečamo fleksibilnost zaposlenih v maloprodaji naftnih derivatov. Skupaj je bilo v raziskavo vključenih 273 prodajalcev ali 24,4% populacije iz 104 bencinskih servisov, kar predstavlja 24% populacije. Povezav med spolom, starostjo in izobrazbo ter funkcionalno, numerično in finančno fleksibilnostjo nismo našli. Korelacija je bila ugotovljena med uporabo načinov za dvigovanje napitnine in večjo finančno ($r=-,175$, $p=0,01$) in numerično ($r=-,175$, $p=0,01$) fleksibilnostjo, saj smo izhajali iz Atkinsovega modela. Obstaja tudi korelacija med uporabo načinov za dvigovanje napitnine in prejemanjem

napitnine ($r=-,182$, $p=0,01$). Raziskovanje je bilo namenjeno temu, da bi ugotovili prisotnost in velikost napitnine, da bi jo lahko umestili v variabilni del plače prodajalcev. Saj bi na ta način zmanjšali strošek dela. Ugotovljeno je bilo da 84% prodajalcev prejema napitnino, od tega 24 % redno, in da ta znaša v povprečju 5,3 EUR dnevno. Načine za dvigovanje napitnine uporablja 55 % prodajalcev. Menedžmentu za povečanje fleksibilnosti in zmanjševanje stroškov dela predlagamo: (1)osveščanje prodajalcev o tem kako lahko z napitnino izboljšajo storitev in si povečajo prihodke, (2)umestitev pridobivanja teh znanj v karierne načrte ter (3)prenovo sistema nagrajevanja v katerega naj bo vključena tudi napitnina.

Ključne besede: napitnina, kakovostna storitev, fleksibilnost, motivacija, plača, prodajalci, stranke, bencinski servis.

Improving work flexibility of oil derivatives selling with the help of tipping

Abstract

The purpose of the research was to determine correlation between independents variables: (i)gender, (ii)age, (iii)education and dependant variables: (i)functional, (ii)numerical, (iii)financial flexibility and (iv)receiving tips. Those techniques helped to find out whether we can increase employees' flexibility in retail of oil derivatives. Altogether there have been 273 salesmen or 24% of the population from 104 gas station services. We have not found any relations between gender, age, education and functional, numerical and financial flexibility. Correlation between ways to influence tips and greater financial ($r=-,175$, $p=0,01$) and numerical ($r=-,175$, $p=0,01$) flexibility was discovered. There is also correlation between ways to increase tips and receiving tips ($r=-,182$, $p=0,01$). Research's intention was to determine size and frequency of tipping, so it could become a part of a variable share of salaries. We found out that 84% of salesmen receive tips, of those are 24% that receive it regularly (average 5,3 Euros per day). 55% of sellers use strategies for increasing tips. We suggest that management considers these ideas for increasing flexibility and decreasing work expenses: (1)informing sellers on ways to increase tips, (2)acquiring these knowledge in their carrier plans and (3)reform of the rewarding system that would include tipping.

Key words: tips, quality service, flexibility, motivation, salary, salesmen, customers, gas service



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Pravična trgovina kot etična oblika globalnega podjetništva

Povzetek

Etičnost poslovanja postaja v globalnem gospodarstvu čedalje močnejša primerjalna prednost podjetja. Merilo uspeha postaja tudi družbeno udejstvovanje in ravno Pravična trgovina kot globalno gibanje dokazuje, da lahko uspešno podjetje na prvo mesto postavi ljudi in ne samo dobiček. Prinzipi Pravične trgovine vključujejo pravično ceno, spoštovanje dogоворов Mednarodne organizacije za delo – prepoved otroškega in suženjskega dela, zagotavljanje varnega delovnega okolja ter pravico do sindikalnega združevanja in spoštovanje konvencij Združenih narodov o človekovih pravicah. Koristi Pravične trgovine se za podjetja in celotno družbo kažejo v različnih oblikah na različnih nivojih. Obstaja širok razpon direktnih in indirektnih koristi za proizvajalce in njihove organizacije, kot tudi za potrošnike in uvoznike. Gibanje za Pravično trgovino se je začelo z povezovanjem nevladnih organizacij in motiviranih posameznikov v drugi polovici prejšnjega stoletja. Njihov cilj je bila večja enakopravnost v mednarodni menjavi globalnega gospodarstva in dviganje zavesti potrošnikov o svetovnih problemih.

Ključne besede: pravična trgovina, globalno poslovanje, etičnost poslovanja

Fair Trade as an ethical form of the global Entrepreneurship

Abstract

Business ethics in the global economy is becoming a very strong comparative advantage of the company. Social participation is becoming one of the most important measures of success and fair trade as a global movement has demonstrated that a company could be successful also by putting people first, not just profit. Fair trade principles include fair price, respect for the agreements of the International Labour Organisation - Prohibition of child and bonded labour, providing a safe working environment and the right to trade union association and respect for the United Nations Conventions on Human Rights. Fair Trade benefits for businesses and society as a whole are shown in different forms at different levels. There is a wide range of direct and indirect benefits to producers and their organizations, as well as for consumers and importers. Fair Trade Movement began with the integration of non-governmental organizations and motivated individuals in the second half of last century. Their goal was to increase equality in international trade for the global economy and raise consumer awareness of global problems.

Key words: fair trade, global business, business ethics

Izzivi na področju financ, računovodstva in bančnega sektorja

Challenges in finance, accounting and
banking

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Finančni učinki skrajševanja poslovnih procesov z nekaj praktičnimi primeri

Povzetek

Blagovni producenti danes poslujejo v razmerah, ki zahtevajo od njih stalno izboljševanje oziroma skrajševanje poslovnih procesov, kar je conditio sine qua non za ohranjanje in povečevanje njihove konkurenčnosti. Skrajševanje poslovnih procesov vodi namreč v zmanjševanje stroškov, kar blagovnim producentom omogoča prodajo izdelkov in storitev z nižjo lastno ceno oziroma z večjo razliko v ceni. Lahko zagovarjamo tezo, da je zmanjševanje stroškov oziroma večja pozitivna razlika v ceni izdelkov in storitev (= dobiček) funkcija izboljševanja oziroma skrajševanja poslovnih procesov. S ciljem, da maksimirajo to funkcijo, so blagovni producenti prisiljeni nenehno prenavljati in inovirati svoje poslovne procese. Eden izmed relevantnih dejavnikov v tej funkciji je čas trajanja poslovnega procesa. Če se osredotočimo zgolj na časovni horizont poslovnega procesa in če pri tem upoštevamo še njegov denarni vidik ob predpostavki ceteris paribus, lahko zgornjo funkcijo zapišemo v obliki: Finančni učinki = max f (skrajšanje poslovnih procesov). Krajši ko je poslovni proces, prej ko pride do prodaje poslovnih učinkov in do priliva denarja na transakcijski račun, manjši so stroški pretvorbe temeljnih prvin poslovnega procesa, oziroma večji so denarni prihranki za blagovnega producenta. Postavlja se preprosto vprašanje: kaj lahko storijo blagovni producenti, da skrajšajo poslovni proces? Nekaj odgovorov na to vprašanje ponuja pričujoči prispevek, ki se osredotoča zgolj na enostaven denarni reprodukcijski cikel: Denar → Nabava reprodukcijskega materiala → Producija → Zaloge gotovih proizvodov → Prodaja poslovnih učinkov → Terjatve do kupcev → Denar' in ki obravnava upravljanje z neto obratnim kapitalom kot enim izmed ključnih dejavnikov poslovne uspešnosti blagovnega producenta. Avtor tega prispevka tudi na nekaj praktičnih primerih s poudarkom na ciklu denarne pretvorbe napotuje blagovne producente k nenehnemu izboljševanju oziroma skrajševanju poslovnih procesov.

Ključne besede: poslovni proces, re-engineering poslovnih procesov, neto obratni kapital, cash conversion cycle, koeficient obračanja sredstev

Financial effects on account of the shortening of the business processes with some empirical cases

Abstract

Today commodity producers perform their activities in the business environment, which requires from them a continuous improvement and shortening of the business processes, what is conditio sine qua non for maintaining and increasing of their competitiveness. Shortening of the business processes leads toward cost reduction, what gives commodity producers an opportunity to sell their products and services at a lower cost price and/or with a higher price difference respectively. We can advocate a thesis, that cost reduction and/or the higher positive price difference of the products and services (= net profit) is the function of the improvement and shortening of the business processes. In order to maximize this function, the commodity producers are forced to continuously improve and innovate their business processes. One among the relevant parameters in this function is time duration of the business process. If an emphasis is given only to time horizon of the business process, and in addition if a cash aspect is taken into account under the ceteris paribus assumption, the above function can be written as: Financial effects = max f (shortening of the business processes). The shorter the business process, the sooner the products and services are sold and the faster the money comes back on current account, the lower are the transformation/conversion cost of the basic elements of the business process and the higher are the pecuniary savings for the commodity producer. A simple question can be raised: What can the commodity producers do in order to shorten the business process? Some answers to this question are offered by this paper, which is focusing only to a simple cash reproduction cycle: Money → Purchasing of raw material → Production → Stocks of finished goods → Sales of the products/services → Accounts receivable → Money⁺, and which is dealing with the net working capital as one of the key drivers of the business

efficiency of the commodity producers. The author of this paper also refers the commodity producers to the continuous improvement and shortening of the business processes with some empirical cases emphasizing the cash conversion cycle.

Key words: business process, re-engineering of the business processeses, net working capital management, cash conversion cycle, asset turnover ratio



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Revidiranje v mednarodnem okolju

Povzetek

Dandanes je globalizacija tako zelo razširjena, da večina velikih podjetij sodeluje s podjetji oziroma končnimi odjemalci v tujini. Zaradi tega je nujno, da so tudi računovodske izkazi podjetij med seboj primerljivi, saj se investitorji, poslovni partnerji in drugi vse bolj odločajo za poslovno in kapitalsko sodelovanje na osnovi računovodskih izkazov. Zaradi verodostojnosti računovodskih izkazov pa je za mednarodna podjetja nujno, da so le-ti izkazi tudi revidirani s strani zunanjih neodvisnih revizorjev. Revizorji morajo pri svojem delu upoštevati številne standarde, zakone in predpise, med katerimi so najpomembnejši Mednarodni standardi revidiranja. Namen teh standardov je poenotiti delo revizorjev v vseh državah, saj se le-tako lahko doseže enake pogoje za vse ekonomske subjekte, ne glede na državo poslovanja. V prispevku so podrobneje predstavljeni novi Mednarodni standardi revidiranja, ki so bili spremenjeni v letu 2009.

Ključne besede: globalizacija, revidiranje računovodskih izkazov, Mednarodni standardi revidiranja

Auditing in a international environment

Abstract

Today globalisation is so widely spread, that most big companies are working together with other companies or clients abroad. Because of that, it is necessary that financial statements of companies are comparable to each other, since investors, business partners and others are making business and capital decisions, based upon them. It is absolutely necessary for international companies, that these financial statements are credible. This is accomplished by having independent external auditors audit the statements. Auditors must consider numerous standards, laws and regulations when auditing statements. Most important ones amongst them are International auditing standards. Their purpose is to unify the auditors work across all countries. It is only then, that the same conditions for all economical subjects, no matter the country of origin, can be achieved. This article shows in detail new International auditing standards, which were modified in year 2009.

Key words: globalization, financial statements auditing, International Standards on Auditing



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Upravljanje likvidnosti banke v finančni krizi

Povzetek

Finančna kriza, ki se je začela v letu 2007 in še vedno traja, je povzročila številne pretrese na celotnem mednarodnem finančnem trgu. Zaradi globalizacije se je kriza izredno hitro razširila na mednarodno raven in pripeljala na rob preživetja številne finančne institucije in celo države.

Zaostrene razmere so se najprej pokazale skozi pomanjkanje likvidnosti na mednarodnem medbančnem trgu, kar je bilo predvsem posledica velikega nezaupanja med finančnimi institucijami. Prišlo je namreč do zaostritve pogojev refinanciranja, ročnosti najetih virov so se vse bolj skrajševale, po stečaju investicijske banke Lehman Brothers pa je prišlo celo do tega, da virov ni bilo mogoče obnoviti. Pomanjkanje likvidnosti na mednarodnih medbančnih trgih je slovenske banke močno prizadelo, predvsem tiste, ki so svojo rast financirale s tujimi viri. S finančno krizo je tako postal izredno pomembno aktivno upravljanje z bilanco banke, in sicer še posebej z likvidnostnim tveganjem.

Ključne besede: finančna kriza, upravljanje z bilanco stanja banke, likvidnost

Managing the liquidity of a bank during a financial crisis

Abstract

The financial crisis, that started in 2007 and is still lasting, has caused numerous shocks on the international financial market. Globalization made the crisis spread interantionaly very quick and pushed numerous financial institutions and even countries to the brink of survival. Aggravated circumstances first showed trough lack of liquidity on the international banking market, which was due to the effect of huge mistrust amongst financial institutions. Conditions of refinancing escalated, which resulted in lowered maturity of financial liabilities, followed by bankruptcy of the Lehman Brothers investment bank, which made renewal of financial liabilities impossible. Lack of liquidity in interational interbank markets greatly hurt slovenian banks, especially those, that financed their growth with loans from foreign banks. The financial crisis made active managing of the balance sheet very important, in particular active managing of liquidity risk.

Key words: financial crisis, asset liability management, liquidity



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Motivi in ovire za harmonizacijo računovodskih predpisov za male in srednje družbe v EU

Povzetek

Male in srednje družbe v večini držav EU sestavljajo pomemben del v skupnem številu društev, in so pomemben vzpodbujevalec razvija celotnega gospodarstva. Ravno zaradi tega razloga, je eden od pomembnejših ciljev računovodskih teles v EU doseganje harmoničnih računovodskih predpisov za te družbe.

V tem delu so pojasnjeni glavni motivi in ovire za harmonizacijo navedenih računovodskih predpisov. Kot glavni motivi se lahko izpostavijo velik obseg in usklajenost Mednarodnih standardov finančnega poročanja, ki jih dopušča veliko držav, nekatere jih celo predpisujejo za uporabo v malih in srednjih družbah. Kot glavne ovire se lahko izpostavijo neenotnost kriterijev za klasifikacijo malih in srednjih društev glede na velikost, kot tudi ugotavljanje meja, do katerih naj bi bile zastavljene zahteve v računovodskih standardih za male in srednje družbe.

Ključne besede: Mednarodni računovodski standardi za male in srednje družbe, standardi finančnega poročanja, male in srednje družbe, motivi in ovire harmonizacije računovodskih predpisov

Motifs and impediments for the
harmonization of accounting regulations
for small and medium-sized companies in
the EU

Abstract

Small and medium-sized companies in most EU countries form a considerable share in the total number of companies and are also an important development impeller of the entire economy. Therefore, one of the most essential goals of accounting authorities in the EU is accomplishing the harmonization of accounting regulations for these companies. In this paper I have discussed and explained the main motifs and impediments for this harmonization. One of the main motifs is a big span and complexity of International standards of financial reports which is allowed and even prescribed in many countries. Some of the main impediments are a lack of uniformity as far as criteria for classification of small and medium-sized companies according to size are concerned as well as the determining of limitations up to which the requirements in accounting standards for small and medium-sized companies should be set.

Key words: IFRS for SMEs, accounting regulation for small and medium sized entities, small and medium sized entities, motifs and impediments for the harmonization of accounting regulation



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Regionalizacija Slovenije kot dejavnik razvoja in finančne moči malih in srednjih podjetij

Povzetek

Nova samostojna država Slovenija po 20. letih samostojnosti še vedno ni uspela pravno formalno izvesti razdelitev nove države na regije ali pokrajine. Ob teh predlogih se v Slovenskem parlamentu vedno znova postavljajo vprašanja kot: Koliko regij potrebuje Slovenija?, Kakšno družbeno – politično in upravno vlogo naj imajo novo nastale regije v

Sloveniji?, Koliko se bodo povečali stroški uprave in države zaradi novih regij?. Z vidika davkov pa se postavlja tudi vprašanje: Ali naj ima regija svoje lastne proračunske vire ali ne? Avtor kot Klemenčič M. (2005) meni, da je »Lokalna in regionalna samouprava edino zagotovilo za to, da se bo Slovenija razvijala učinkovito«. Po uradni podatkih AJPES-a za leto 2009 mala in srednja podjetja npr. v statistični celjski regiji tako po finančni strukturi, dohodkovnem položaju in ustvarjanju novo dodane vrednosti zaostajajo za več ko 10 % za slovenskim povprečjem. Njihov finančni položaj pa se v času finančne krize poslabšuje. Obstaja torej očitna nevarnost, da Slovenija zaradi pomanjkanja pripravljenih razvojnih projektov in odsotnosti regijske koordinacije in regijskega razvojnega odločanja ne bo izkoristila že odobrenih finančnih sredstev za razvojne spodbude EU v obdobju 2007 -2013. Glede na to je nujno pristopiti k oblikovanju regij, ki bodo v številnih področjih vzpostavile svoje lastne oblastne strukture, oblikovale razvojne institucije in s tem prevzele odgovornost za sprejete razvojne odločitve.

Ključne besede: regija, regionalni razvoj, finančna sredstva, mala in srednja podjetja

Regionalization of the Republic of Slovenia as a factor of development and financial power of small and medium-sized companies

Abstract

New independent state Slovenia after 20 years of its independency has still failed to succeed in legal and formal terms to implement the process of dividing this new country into regions or provinces. On these suggestions the same type of questions are being asked in the Slovene Parliament over and over again, such as the following ones: How many regions does Slovenia require?, What kind of social, political and administrative role should be given to these newly developed regions in Slovenia?,

How much will increase the costs of management and costs of state due to these new regions?. The following question also raises from the taxes point

of view: Should a particular region have their own budgetary resources or not? An author, such as Klemenčič M. (2005) believes that the »Local and regional government shall be the only assurance for Slovenia to be developed effectively«. According to the official data of AJPES (Agency of the Republic of Slovenia for Public Legal Records and Services) for the year 2009 small and medium sized companies, for example those in statistical region of Celje both according to financial structure, income situation and generating new added value lag behind for more than 10 % behind the Slovene average. And their financial situation is during the period of the financial crisis even worsening. An obvious threat thus exists that Slovenia will not utilize already approved financial resources for the developmental incentives in the period 2007-2013 due to lack of prepared developmental projects as well as lack of regional coordination and regional developmental decision making. With respect to the above it is thus inevitable to approach to forming the regions, which shall in numerous areas establish their own power structures, form developmental institutions and by doing that claim responsibility for adopted developmental decisions.

Key words: region, regional development, financial resources, small and medium-sized companies



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Povezanost med obliko in vsebino spletnihračunovodskih informacij slovenskih podjetij

Povzetek

Internet predstavlja novo poročevalsko okolje, ki ga podjetja uporabljajo za razmeroma hitro in poceni predstavitev čim širšemu krogu interesnih skupin. Čeprav večina podjetij spletne strani uporablja predvsem za promocijo in trženje, pa so za večino investitorjev pomembne tudi informacije, ki se nanašajo na računovodsko in finančno poslovanje

podjetij. V zvezi s tem so se razvile številne teorije, ki pojasnjujejo razloge za razkritje računovodskih informacij na spletnih straneh. Zato smo z raziskavo preučevali in analizirati spletnne strani velikih slovenskih podjetij tako z vidika oblike (upoštevali smo 16 dejavnikov) kot tudi vsebine računovodskih informacij (upoštevali smo 31 dejavnikov) in s pomočjo regresijske analize skušali ugotoviti moč in obliko povezanosti med temo dvema spremenljivkama.

Ključne besede: spletno računovodsko poročanje, spletnne strani, računovodske informacije, regresija

The relationship between form and content of internet financial information for Slovenian companies

Abstract

The Internet represents a new reporting environment, that companies use for a relatively quick and inexpensive presentation of a wide circle of stakeholders. Although most businesses web sites used primarily for the promotion and marketing, there is very important for investors that web sites present accounting and financial information. In this respect, many theories have been developed in order to explain the reasons for the disclosure of financial information on the internet. Therefore, we studied and analyzed websites of large Slovenian companies in terms of form (we take into account 16 factors) as well as the content of the financial information (account of factors were 31) and by regression analysis to find out the strength and shape of the relationship between these two variables.

Key words: Internet business reporting, web sites, financial information, regression



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Sodobni izobraževalni pristopi na področju računovodske znanosti

Povzetek

V referatu opredeljujem klasični in sodobni pristop izobraževanja računovodskih strokovnjakov. Računovodstvo je bilo znanstveno utemeljeno leta 1494, ko je Luca Pacioli izdal prvo knjigo o dvostavnem računovodstvu. Od tedaj je stroka dosegla pomemben napredek, ki se kaže v izpopolnjenih tehnikah dela in v metodah ter analitičnih postopkih, ki jih računovodski strokovnjaki uporabljajo pri tekočem delovnem procesu. V prvem delu referata predstavljam računovodstvo kot specifično znanost, ki zaradi obsežnosti področja zahteva podrobno členitev temeljnih in specifičnih znanj, hkrati pa mora biti razpršeno znanje povezano zaradi zahteve po celovitosti. V drugem delu predstavljam mednarodne sodobno zasnovane procese izobraževanja računovodskega veščaka ter primerjam slovenski način in ameriški sistem specialističnega učenja za potrjenega revizorja.

Ključne besede: računovodstvo, kodeksi, računovodska načela, standardi, veščak, specialist

Contemporary approach to education of expert accountants

Abstract

In my report I define a classical and contemporary approach to education of expert accountants. Accounting was established as a science in 1494 when Luca Pacioli published first book written on double-entry accounting. Profession has made a significant progress since then, especially in working techniques, operational methods and analytical procedures used in day to day working procedures. In the first part of the report I present accounting as a specific science which demands a thorough classification of key and specific knowledge due to the size of its field but on other hand

this dispersed knowledge has to be connected because of its demand for integrity. In the second part I present internationally based procedures of education for an expert accountant and compare Slovenian way and American special CIA learning system.

Key words: accounting, codes, accounting principles, standards, expert accountant, specialist



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Uniform system of accounts for the lodging industry and performance benchmarking

Abstract

Hospitality is one of the world's most exciting and rewarding industries. Managers in the hospitality industry have found that it is helpful to standardize some aspects of their own industry segment's accounting procedures. They have done so by creating standardized, or uniform, methods of reporting their financial accounts, known as a Uniform System of Accounts for the Lodging Industry. The USALI gives hoteliers and their accountants a consistent and easily understood "roadmap" to record revenues, expenses, and a hotel's overall financial condition. Benchmarking is defined as a set of activities that use performance indicators to assess and manage the performance of organizations. It encourages hotel managers and their staff to think in terms of performance measures to improve the profitability of hotel operations, and ensure the

achievement of excellence. This paper develops a framework for performance benchmarking in the Croatian hospitality industry. The framework consists of financial and nonfinancial performance measures, based on the International Financial Reporting Standard 8 (IFRS 8) and USALI standards. They provide the possibility for comparing the performance of specific hotel business processes and operating segments, on a national and worldwide level.

Key words: benchmarking, performance measurement, USALI, hospitality industry



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Analiza politik zaposlovanja in možni pristopi k ocenjevanju

Povzetek

Ocenjevanje učinkov aktivnih politik zaposlovanja je korak v procesu oblikovanja ekonomske politike in doseganju njenih ciljev. Ocenjevanje individualnih programov običajno temelji na uporabi mikroekonometričnih tehnik, ki na podlagi posameznikove udeležbe v programu zaposlovanja poskušajo oceniti verjetnost zaposlitve v primerjavi s tem, če se posameznik ne bi vključil v program. V prispevku opredelimo mikro in makro pristop k ocenjevanju učinkovitosti aktivnih politik zaposlovanja ter podamo nekatera teoretična izhodišča za analizo politik zaposlovanja ter prihodnje trende.

Ključne besede: aktivne politike zaposlovanja, ocenjevanje, učinkovitost

Analysis of employment policies and possible approaches towards evaluation

Abstract

Evaluating the effectiveness of active employment policies is a step forward in the process of forming of economic policy and achieving of her goals. Evaluation of individual programs is based on use of microeconometrics techniques, which try to evaluate employment probability based on individual's participation in a specific program in comparison to the state, that individual does not participate in a specific program. In this paper we determine micro and macro approach as two possible approaches in evaluating the effectiveness of employment policies, we pass some theoretical starting points for analysis of employment policies and future trends.

Key words: active employment policies, evaluation, effectiveness



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Računovodski informacijski sistem in notranje kontrole

Povzetek

Računovodstvo je z vsemi svojimi dejavnostmi pomemben vir informacij, če je organizirano celovito. Pri tem je pomembno, da je računovodski informacijski sistem zastavljen tako, da omogoča oblikovanje kakovostnih baz podatkov, na osnovi katerih se nato izdelujejo informacije in na njihovi osnovi sprejemajo odločitve, z namenom povečati nadzor poslovodstva nad delovanjem organizacije. Potrebno je tudi poudariti, da so poročila in informacije, ki jih pripravimo s pomočjo računovodskega informacijskega sistema, kakovostne le toliko, kolikor so kakovostni podatki, iz katerih so poročila in informacije pridobljene. Zato morajo notranje kontrole zagotavljati, da se poslovne spremembe izvršujejo in izvajajo v skladu s standardi, zakoni, pravilniki in navodili. Dober kontrolni sistem mora zagotoviti, da se začnejo, odobrijo, izvršijo in evidentirajo samo verodostojne in pravilne poslovne spremembe, tako kot so bile odobrene, ter da se napake v izvrševanju in evidentiranju odkrijejo čim prej, z

namenom njihove odprave ter preprečitve vpliva na pravilnost in zakonitost izkazanih podatkov. Zavedati se moramo, da popolni ustroj notranjih kontrol ne obstaja. Naj bo še tako podrobno in izčrpno opredeljen, ne more preprečiti in odkriti vseh nepravilnosti v poslovanju podjetja. Zavod za zdravstveno zavarovanje Slovenije izvaja obvezno zdravstveno zavarovanje v Republiki Sloveniji po načelih solidarnosti ter avtonomno upravlja s sredstvi zavezancev za plačilo prispevkov. Ker gre v tem primeru za javna sredstva, je dober računovodski informacijski sistem z vgrajenimi kvalitetnimi notranjimi kontrolami neposreden pogoj za gospodarno, učinkovito in pravilno porabo javnih sredstev.

Ključne besede: računovodski informacijski sistem, informacije, računovodstvo, notranje kontrole, obvladovanje tveganj, Zavod za zdravstveno zavarovanje Slovenije

Accounting system and internal controls

Abstract

Accounting is with all of its activities an important source of information if it is fully organized. It is very important that the accounting system allow the creation of high-quality databases on which information is then produced and make decisions, in order to increase management control over the operation of the organization. However, at this point must be emphasized that the reports and information prepared using accounting information system, quality only to the extent that qualitative data from which reports and information obtained. It should also be noted that the reports and information prepared using accounting information system are quality only as far as qualitative data from which reports and information obtained. Internal controls must to ensure that business change is implemented and executed in accordance with standards, laws, regulations and instructions. A good control system should ensure that they are started, authorized, executed and recorded only true and correct business changes, as they have been approved and that the errors in execution and recording detected as soon as possible, with a view to their elimination and prevent the impact on the accuracy and of data legality. We must be aware that the complete internal control structure does not exist. Let even the most detailed and fully defined, can not prevent and detect all irregularities in the operations of the company. Health Insurance Institute of Slovenia carries out the statutory health insurance in the Republic of Slovenia on the

principles of solidarity and autonomously managed by the contributions collected. A good accounting information system with integrated high quality internal controls is a direct condition for the economical, efficient and proper use of public funds.

Key words: accounting information system, information, accounting, internal controls, risk management, the Health Insurance Institute of Slovenia



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Nizke obrestne mere, priložnost za cenejše zadolževanje podjetja

Povzetek

V zadnjem času smo priča veliki gospodarski in finančni krizi, ki je preplavila svetovno gospodarstvo. Čas krize s sabo prinaša pozitivne in negativne posledice za podjetja. Ena od posledic finančne krize je nižanje temeljnih obrestnih mer. Vse glavne svetovne centralne banke so zaradi nastale krize v letu 2007 in 2008 temeljito znižale temeljne obrestne mere, kar je posledično znižalo tudi ostale povezane obrestne mere. Za investitorje je to slabo, saj njihove investicije ne prenašajo več visokih donosov, medtem ko so na drugi strani nizke obrestne mere priložnost za cenejše zadolževanje podjetij, ki lahko pridobljena sredstva investirajo v nadaljnji razvoj. V nadaljevanju referata želim predstaviti možnost fiksiranja variabilne obrestne mere za posojila, ki so jih podjetja najela pri banki in so največkrat vrednotena na osnovi variabilne obrestne mere EURIBOR ter bančnega pribitka. Zaradi nizke temeljne obrestne mere ECB, so se precej znižale EURIBOR obrestne mere, zato je to pravi trenutek, ko bi podjetjalahko razmišljala o fiksaciji obrestne mere. V referatu je izdelan empirični prikaz uporabe izvedenih finančnih instrumentov za obvladovanje obrestnega tveganja.

Ključne besede: finančna tveganja, obrestno tveganje, euribor, finančni instrumenti, obrestna opcija, obrestna zamenjava

Low Interest Rates, The Opportunity For Companies to Borrow More Cheaply

Abstract

In recent years we have witnessed a severe economic and financial crisis, which has spread all around the globe. The time of crisis brings negative, as well as positive consequences for the companies. One of them are lower interest rates. All the main central banks significantly cut their respective key interest rates in 2007 and 2008, and consequently, all the related interest rates dropped as well. Investors find this disadvantageous, as their investments do not bring high yields any more. On the other hand, lower interest rates are an opportunity for the companies to borrow more cheaply and invest the acquired funds in further development. In this paper I wish to present the possibility of converting variable rate bank loans into fixed rate ones. Bank loans' interest rates usually consist of two components: EURIBOR (a variable interest rate) and a spread (determined by the bank). Because of the low ECB key interest rate, EURIBOR interest rates declined significantly. This makes it the right time for the companies to start considering converting variable rate bank loans into fixed rate loans. This paper presents an empirical review of using derivatives for the purpose of managing interest rate risk.

Key words: financial risk, interest rate risk, euribor rate, financial instruments, forwards, interest rate swap



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Opredelitev in pomen finančnih omejitev za dolgoročne naložbe

Povzetek

Pri raziskovanju vpliva finančnih faktorjev na investicijske odločitve, se vedno pojavi vprašanje ali so investicijski izdatki omejeni z razpoložljivostjo finančnih sredstev ali ne. Obstajajo stvarni dokazi, ki nakazujejo, da je investicijsko delovanje v nekaterih državah lahko omejeno s finančnimi dejavniki, nasprotno je zelo malo dokazov o omenjenih omejitvah v nekaterih evropskih in azijskih državah, kjer je značilen na bančnem poslovanju utemeljen sistem podjetniških financ. Ko se raziskuje pomen finančnih omejitev, je prvi korak raziskava vloge makroekonomskih pogojev in finančnih omejitev pri določanju izbire kapitalske strukture, saj lahko le-ti sprožijo časovno in medsektorsko heterogenost časovnih vrst in presečno heterogenost v obnašanju podjetij. Če povzamemo, je narava povezave med finančnimi omejitvami in investicijami ena izmed najbolj polemičnih razprav v literaturi, ki obravnava investicije, saj lahko rečemo, da ima vsak ekonomist svoj pogled na tematiko finančnih omejitev.

Ključne besede: finančne omejitve, dolgoročne investicije, financiranje, finančna sredstva, poslovne odločitve

Definition and importance of financial constraints for long-term investments

Abstract

When you explore the impact of financial factors on investment decisions, the question always arises whether the capital expenditure is limited by the availability of financial resources or not. There is real evidence to suggest that the investment operation in certain countries may be limited by financial factors and on the contrary there is very little evidence of these limitations in some Asian countries and in continental Europe, where corporate finances are based on the banking system. When exploring the significance of financial constraints, the first step is study the role of macroeconomic and financial constraints in determining the choice of capital structure, as they can trigger time and cross-sectoral heterogeneity of time series and cross-sectional heterogeneity in the behavior of companies. In summary, the nature of links between financial constraints and investment is one of most controversial debates in the literature on the

investment, because we can say that every economist has on the subject of financial constraints his view.

Key words: financial constraints, long-term investments, financing, finance assets, business decisions



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Izhod iz svetovne finančne in gospodarske krize

Povzetek

Svetovna finančna in gospodarska kriza, ki jo je sprožila ameriška hipotekarna kriza, je znova vzbudila potrebo po posredovanju države v primerih, ko je sistemsko ali kako drugače pomembnim ustanovam, najpogosteje finančnim, zlasti bančnim, na primer Bern Stearnsu ali Northern Rocku, grozil stečaj. Da sta potrebni boljša ureditev in nadzor finančnih, gospodarskih in drugih sistemov – v prvi vrsti zato, da se povrne zaupanje ljudi vanje, ki so ga banke s svojim brezumnim ravnanjem skoraj povsem zapravile, in da se vsaj deloma, če že ne v celoti prepreči nastanek novih križ – ne dvomi nihče, prav tako ne, da so izboljšave potrebne tako na narodni kot mednarodni ravni, kar se je pokazalo tudi v primeru Grčije in njene dolžniške krize, ki je, kakopak, posledica slabega vladanja. Izhod iz nje vsekakor ne bo enostaven.

Ključne besede: svetovna finančna in gospodarska kriza, svetovno gospodarstvo, rast in razvoj.

The way out of the world financial and economic crisis

Abstract

The world financial and economic crisis, triggered by the US mortgage crisis, has raised the need for governments to intervene in cases where systemic or otherwise important institutions, mostly financial, especially banking, for example Bern Sterns or Northern Rock, were threatened by bankruptcy. There is no doubt that improved regulation and supervision of financial, economic and other systems are needed—primarily to restore people's confidence in them, which has been destroyed by the banks' senseless behaviour, and to prevent at least partially, if not entirely the emergence of new crises—nor that improvements are needed both at national and international level, as shown in the case of Greece and its debt crisis, which is certainly the result of bad governance. The way out of it definitely will not be easy.

Key words: world financial and economic crisis, world economy, growth and development.



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Poznavanje slovenskega kapitalskega trga je osnova za profiliranje vlagateljev

Povzetek

Slovenski kapitalski trg je bil v letih pred 2008 v visokem porast (npr. SAVA +160,63 %, Aerodrom Ljubljana +155,96 %, Istrabenz +132,82 %), zato so se ljudje pogosto odločali za vlaganje na le-tem, čeprav z njim niso bili dovolj seznanjeni in poučeni. V okviru pričajoče raziskave smo izvedli anketo med 200 vlagatelji na osnovi katere smo želeli ugotoviti, v kolikšni meri so vlagatelji seznanjeni z dejanskim postopkom borznega posredovanja (60 % s tem ni seznanjenih), kateri način oddaje naročil najpogosteje uporablajo (elektronski – 37 % ali klasičen – 63 %), na katere trge najpogosteje vlagajo (slovenski 43,5 % ali ostali trgi 56,5 %) in s kakšnim namenom (v 46,5 % vlagajo predvsem z namenom ustvarjanja zaslužka oziroma dobička). Na osnovi pridobljenih rezultatov smo izdelali profile vlagateljev, ki lahko finančnemu svetovalcu služijo kot pripomoček za pravilno svetovanje naložb.

Ključne besede: kapitalski trg, vlaganje, postopek borznega posredovanja, profil vlagatelja, oddajanje naročil, finančni svetovalec, dobiček, naložba

The investors' knowledge of Slovenian capital market is the basis for investor profiling

Abstract

Slovenian capital market had seen considerable growth in the years before 2008 (e.g. SAVA +160.63 %, Aerodrom Ljubljana +155.96 %, Istrabenz +132.82 %), and thus prompted numerous decisions to invest on it, although people were not sufficiently familiar or informed about the market. In our study, we carried out a survey among 200 investors to find out to which extent they are familiar with the actual process of stock brokerage (60 % of them are not), what order method is most commonly used (electronic – 37 % and classic – 63 %), which market do they usually invest on (Slovenian 43.5 %, other markets 56.5 %) and what is their main investment objective (46.5 % of them invest solely to create profit). Based on the survey results, we defined investor profiles which could serve as a tool to financial advisors in order to give appropriate investment advice.

Izzivi na področju financ, računovodstva in bančnega sektorja

Key words: capital market, investing, stock brokerage, investor profile, order methods, financial advisor, profit, investment



Sodobne rešitve v poslovni informatiki in e-poslovanju

Contemporary solutions in business informatics and e-business

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Uporaba podatkovnega rudarjenja za ugotavljanje vpliva reaktivnega ukvarjanja s športom na bralne navade Slovencev

Povzetek

Iz prakse lahko ugotavljamo, da redno rekreativno ukvarjanje s športom zahteva precej časa, ki se odraža v človekovi dobri fizični kondiciji in pozitivno vpliva na naš telesni razvoj. Seveda pa posledično povzroča pomanjkanje časa na drugih področjih človekovega razvoja, ki so prav tako pomembna za normalno psiho-fizično delovanje. V pričujoči raziskavi smo se osredotočili na problem pomanjkanja časa za branje in poskusili proučiti vpliv rekreativnega ukvarjanja s športom na bralne navade. Predpostavili smo, da na bralne navade vpliva še mnogo drugih dejavnikov, kot na primer: dodatno izobraževanje, otroci, spol, ipd, ki smo jih prav tako vključili v raziskavo. Podatke smo pridobili na osnovi anketnega vprašalnika, ki je bil anketirancem poslan preko elektronske pošte. Podatke smo statistično obdelali s pomočjo programskega paketa SPSS 17.0. S pomočjo orodja za podatkovno rudarjenje Weka 3.6 pa smo izdelali model, na osnovi katerega smo ugotavljali vplive posameznih faktorjev na bralne navade. Rezultati so pokazali, da na bralne navade moških, ukvarjanje s športom ne vpliva, kar pa ne moremo trditi tudi za ženske. Presenetljivo smo ugotovili, da si ženske, ki se ukvarjajo s športom, vzamejo tudi več časa za branje. Kaže se dejstvo, da Slovenci zelo veliko damo na dobro telesno počutje, ženske pa predvsem tudi na širjenje bralnih navad.

Ključne besede: šport, bralne navade, e-vprašalnik, podatkovno rudarjenje, odločitvena drevesa

Discovering the impact of recreational sporting on reading habits of Slovenian people with datamining

Abstract

The practice may find that regular sports participation in sport requires a lot of time, which is reflected in human good physical shape and have a positive impact on our physical development. Of course, in turn leads to lack of time in other areas of human development which are also important for normal psycho-physical functioning. In the present study, we have focused on the problem of lack of time to read and try to examine the impact of participation in sports on reading habits. We have assumed and included in the study also other factors such as: additional education, children, sex, etc., that as well have influence on reading habits. Data were collected with a questionnaire that was sent to respondents via email. Data were statistically analysed using SPSS 17.0 software package. With the help of tools for data mining and Weka 3.6 we have created a model from which we have examined the effects of individual factors on reading habits. The results showed that the reading habits does not affect on men practicing sports, what we can not say for women. Surprisingly, we found that women who engage in sport, take more time for reading. There is the fact that Slovenes care a lot about the physical well-being, while women's besides physical well-being also care about the spread of reading habits.

Key words: sport, reading habits, e-respondent questionnaire, data mining, intelligent systems



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Tilos-programske orodje za linearo planiranje gradbenih projektov

Povzetek

V referatu sva obravnavala linearo tehniko planiranja. Uporaba te je smiselna pri načrtovanju gradnje linearnih objektov, med katere sodijo ceste, plinovodi, predori, železnice, kanalizacije in v nekaterih primerih visoke stavbe. Prednost linearnega planiranja se kaže predvsem v dvodimenzionalnosti. Na eni osi čas in na drugi lokacija omogočata jasno primerjavo med načrtovano in dejansko realizacijo plana. Linearni objekt, ki je načrtovan s tehniko mrežnega planiranja, je potrebno razdeliti na odseke in znotraj vsakega določiti mrežno strukturo dejavnosti. Več kot je odsekov, bolj natančen in kompleksen je plan, kar lahko predstavlja težave pri spremljavi projekta. Računalniška podpora ima pri izdelavi terminskega plana pomembno vlogo. Omogoča hitro posodabljanje plana, korekcijo naknadno ugotovljenih napak v planu, uporabo obstoječega pri izdelavi podobnega plana ter hkratno sodelovanje na daljavo. V Tilosu, programskem orodju, ki je namenjeno linearemu planiranju, sva analizirala obstoječi terminski plan plinovoda Kidričevo – Rogatec, izdelan v MS Projectu. Pri tem sva se osredotočila predvsem na morebitne napake obstoječega plana, kot so potencialna sočasnna izvajanja več dejavnosti na isti lokaciji in nepravilna zaporedja dejavnosti, ki so posledica načrtovanja longitudinalnega objekta z mrežno metodo planiranja. S testi kritične poti in dela z viri sva analizirala prednosti in slabosti Tilosa v primerjavi z MS Projectom.

Ključne besede: linearo planiranje, Tilos, projektno informacijski sistem

Tilos-linear scheduling software for construction projects

Abstract

The following thesis focuses on the linear planning method. The method is particularly useful when planning linear objects, such as roads, pipelines, tunnels, railways, sewerage and in some instances multi-storied buildings. The advantage of linear planning is primarily its two-dimensionality. One axis shows time and the other location, which enables a clear comparison between the planned and the current state of the plan. When using the network planning method, the linear object must be divided into sections, and each section must have a network structure of activities applied. The more sections, the more precise and complex the plan, which can lead to difficulties monitoring the project. Computer support has an important role in schedule-planning. It enables fast updating or correcting the plan, the use of an existing similar plan and working with a distant-access simultaneously. In the program Tilos, which supports linear planning, We analyzed the existing schedule-plan for the Kidričeve-Rogatec pipeline that was made in MS Project. Our focus was primarily on the possible mistakes in the existing plan due to the use of the network planning method for planning linear objects, such as collisions and incorrect sequence of activities. Implementing the critical path test and using various sources We attempted to point out the advantages and disadvantages of the Tilos program, compared to the MS Project.

Key words: linear scheduling, Tilos, project information system



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Normalizacija šeste normalne oblike za časovne baze podatkovnih skladишč

Povzetek

Razvijanje in vzdrževanje podatkovnih skladišč je kompleksno, časovno zamudno in k napakam nagnjeno opravilo. Okolje podatkovnega skladišča se nenehno spreminja, zato je zaželeno zagotoviti stabilen in konsistenten vmesnik. V članku predstavljam agilno tehniko modeliranja podatkovnih skladišč, imenovano Modeliranje sider. Tehnika ne temelji na spremembah podatkovnega modela, temveč na razširtvah podatkovnega modela. Modeliranje sider ponuja robustno in fleksibilno upravljanje sprememb podatkovnega modela. Z novim razvojem obstoječega podatkovnega skladišča ostaja njegovo delovanje povsem neprizadeto. Tehnika modeliranja sider je primerna za časovne baze in temelji na normalizaciji šeste normalne oblike.

Ključne besede: modeliranje sider, izločanje tabel, normalizacija, šesta normalna oblika, časovna baza, agilen razvoj.

Sixth normal form normalization for temporal databases in data warehouses

Abstract

Developing and maintaining data warehouses is a complex, time consuming and error prone activity. Environment of a data warehouse is in constant change, while the warehouse itself needs to provide a stable and consistent interface. In this paper, I propose an agile modeling technique for data warehousing, called Anchor modeling. Anchor modeling technique is not based upon modifications of a data model, but on extensions as a key benefit to the data warehouse. Anchor modeling offers robust and flexible management of data model changes. By the evolution of the data warehouse existing applications remain unaffected. Anchor modeling technique is appropriate for temporal databases and uses 6th normal form normalization.

Key words: anchor modeling, table elimination, normalization, sixth normal form, temporal database, agile development.



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Centraliziran POS (Point Of Sale) sistem: korist ali samo strošek?

Povzetek

Centraliziran POS (Point Of Sale) sistem je eden od takih informacijskih sistemov, katerega osnovni cilj je zagotoviti smotrno odločanje v podjetju. Osnovni cilj referata je predstaviti in opozoriti na koristi in stroške takih sistemov. Glede stroškov lahko enostavno in hitro ugotovimo, da so stroški zaradi uvedbe računalniške tehnologije v primeru avtomatizirane obdelave podatkov mnogo večji, kot v primeru ročne obdelave podatkov. Če gledamo na stroške samo v absolutnem smislu, lahko ugotovimo, da ni nikakršnih razlogov za uvedbo POS sistema. Pri tem velja kot največja neposredna stroška omeniti amortizacijo in stroške vzdrževanja opreme. Problem ocenjevanja učinkov oziroma koristi uvedbe POS sistema je v tem, da so koristi zelo različne in jih je v nekaterih primerih zelo težko ovrednotiti, saj posredno vplivajo na uspešnost poslovanja. Koristi takega sistema lahko strnimmo v pet skupin in sicer: koristi pri logistiki, povečanje produktivnosti, koristi za nabavno službo, trženska strategija in storitve kupcem. Na žalost pa je treba opozoriti še na eno resnico, da je še tako učinkovit centraliziran POS sistem predvsem strošek za vsako podjetje, če le-ta ne zna unovčiti informacij, ki jih lahko dobi iz tega sistema. Z drugimi besedami lahko rečemo, da je uvedba POS sistema praktično vedno ekonomsko upravičena, če le v podjetju vedo, kaj želijo z uvedbo doseči.

Ključne besede: informacijski sistem, centralizacija, POS (Point of Sale), odločanje, koristi, stroški, ekomska upravičenost projekta

Centralized POS (Point Of Sale) system: benefit or plain cost?

Abstract

Centralized POS (Point Of Sale) system is an information system with one basic goal; to ensure rational decision making in the company. Primary objective of this article is to present and to warn about benefits and costs of such systems. When talking about costs, we can easily and rapidly determine that they are much bigger due to implementation of computer technology in case of automated data processing as with manual data processing. If we look at the costs only in the absolute sense, we can determine that there are no reasons for implementing a POS system. In this case, the majority of costs represent amortization and maintenance costs. The problem of evaluating effects and benefits of POS system implementation is in very different benefits that are in many cases difficult to evaluate due to their indirect effect on the business success. Benefits of such systems can be summarized in 5 groups: logistic benefits, increase of productivity, benefits for the purchasing department, marketing strategy and customer services. Unfortunately there is another downside; even the most effective centralized POS system is primarily a cost for every company if there is a lack of knowledge of how to cash-in from information retrieved with such a system. In other words, we can easily conclude that the POS system implementation is virtually always economically justified if there is a set goal in the company that is set to be achieved with such implementation.

Key words: information system, centralization, POS (Point Of Sale), decision-making, benefits, costs, economical project justification



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Analiza študentov in študija na FKPV

Povzetek

Fakulteta za komercialne in poslovne vede je v svoji kratki karieri ustvarila pomembno mesto v slovenskem visokošolskem izobraževalnem prostoru. Vsako leto se je vpisalo več študentov in vsako leto je ponudila več

študijskih programov. Kdo so njeni študenti, kako uspešni so pri študiju in zaposlovanju ter kako doživljajo študijska leta in pedagoški proces na šoli? Ali je študij zadovoljil njihova pričakovanja? To so vprašanja, na katera skušamo v našem prispevku odgovoriti s pomočjo analiziranja študentov in študija na FKPV. V analizo smo zajeli podatke o študentih in diplomantih v letih 2007/08 in 2008/09. Podatke smo povzeli iz pedagoške evidence in anket, ki jih vsako leto izpolnjujejo študenti za potrebe samoevalvacije. Podatke smo statistično obdelali s programoma Ms Excel in SPSS. V računalniškem programu Dexi (angl. Decision Expert) smo izdelali model za oceno študija na FKPV, ki upošteva profil študentov, profil diplomantov in oceno študentov o zadovoljstvu s študijem. Vhodni podatki za model so bile poprečne ocene, izračunane za izbrani vzorec študentov. Ocena študija v modelu omogoča primerjavo med profilom študentov, diplomantov in kakovostjo študija, kar je koristno pri bodočem načrtovanju vpisa in izvedbe pedagoškega procesa.

Ključne besede: analiza študentov, ocena študija, Dexi, načrtovanje vpisa, pedagoški proces

Analysis of students and study at FKPV

Abstract

Faculty of Commercial and Business Sciences in its short career has created an important place in the Slovenian higher education space. Every year, more students enrolled and it offered more courses. Who are its students? How successful are they in the studies and employment? How are their experiences of study in educational process in the Faculty? Does the study meet their expectations? These are questions which we try to analyze and answer in our paper. The analysis of data was collected on students and graduates in the years 2007/08 and 2008/09. Data were taken from educational records and questionnaires that students get each year in self-evaluation process. Data were statistically analyzed with the Ms Excel and SPSS programs. With the computer program Dexi, we made a model to assess the study at FKPV, taking into account the student profile, the profile of graduates and the assessment of student satisfaction with their studies. Input data for the model were average values of students in sample. Evaluation of the study at FKPV with the model in Dexi allows a comparison between the profile of students, graduates and study, which is

useful for future planning and implementation of educational enrolment process.

Key words: analysis of students, assessment of study, Dexi, enrolment planning, educational process



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Modeliranje besednjakov jezika XML

Povzetek

Jezik XML je v novem tisočletju postal eno ključnih orodij pri izgradnji spletnih programskega rešitev, strukturiranemu hranjenju in elektronski izmenjavi podatkov. Njegova široka uporaba je prinesla potrebo po uvedbi metodoloških pristopov k razvoju tovrstnih programskega rešitev, ki narekujejo uporabo modeliranja, kot eno ključnih tehnik za specifikacijo zahtev, razreševanje odprtih vprašanj in nenazadnje, implementacije same rešitve v prakso. V članku so obravnavane različne tehnike za modeliranje dokumentov in shem XML, ki so se izoblikovale v znanstvenih in strokovnih krogih tokom zadnjih desetih let. Prikazana sta dva osnovna pristopa: izgradnja dokumenta (sheme) XML na podlagi konceptualnega podatkovnega modela (model ER oz. razredni diagram jezika UML) in specifikacija sheme XML z uporabo specializiranih profilov jezika UML.

Ključne besede: XML, model ER, razredni diagram UML

Modelling XML vocabularies

Abstract

In the new millennium, the XML language has become one of the key tools for web application development, structured data storage and electronic data interchange. Its widespread usage has caused the need for the introduction of new methodological ways for the analysis and design of

XML based applications, what also induce the use of modelling as one of the most important techniques for requirement specifications, conflict resolution and finally, practical solution implementation. This article discusses various techniques for modelling XML documents and schemes that have been proposed within the scientific and expert community during the past ten years. Two basic approaches are described: creating XML documents (schemas) based on conceptual data models (ER models and UML class diagrams) and creating XML Schema specifications using specialized UML profiles.

Key words: XML, ER model, UML class diagram



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Oblikovanje SQL poizvedb s pomočjo odločitvenega modela

Povzetek

V velikih podatkovnih zbirkah, kot je npr. tudi kadrovska evidenca v Slovenski vojski, je včasih težko v razumnem času poiskati ustrezeno in želeno informacijo. Vodstvo običajno od zaposlenih zahteva hitre odzive na postavljene zahteve in tudi argumente za predlagane rešitve. Računalniška tehnologija danes zmore obvladovati ogromne količine podatkov, na razpolago so tudi različni inteligentni sistemi za podporo odločjanju, kakršen je npr. program Dex (angl. Decision Expert). V prispevku bomo predstavili primer dobre prakse; kako povezati dve tehnologiji (SQL poizvedbe in eksperni sistem Dex) z namenom, da dosežemo učinkovito več-parametrsko iskanje želenih informacij v velikih podatkovnih zbirkah. Pokazali bomo tudi, kako take rešitve interpretiramo in utemeljujemo.

Ključne besede: podatkovne zbirke, SQL, Dex, podpora odločanju

Creating SQL queries using a decision model

Abstract

In large data bases such as the personnel records of the Slovenian Armed Forces, it is sometimes difficult to find the appropriate and desired information in a reasonable time. Managers usually require quick reactions of employees to set requirements and the arguments for proposed solutions. Computer technology is able to manage huge amounts of data and also various intelligent decision support systems are available, such as, for example, Dex program (Decision Expert). In this paper we present an example of good practice, how to connect the two technologies (SQL queries and Expert System Dex) in order to achieve effective multi-parameter search for the desired information in large databases. We also show how such solutions can be interpreted and validated.

Key words: data bases, SQL, Dex, decision support system



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Znanje kot ideologija

Povzetek

Čeprav smo se osredotočili na razlago, kako se znanje in zlasti upravljanje znanja uporablja za zamegljevanje prestrukturiranja "intelektualnega" kapitalizma, kar smo opredelili kot ideološko zlorabo koncepta znanja, je namen prispevka predstaviti ideološki poskus razbremenjevanja koncepta znanja od številnih konvencij z namenom zadovoljitev zahtev "ekonomije znanja" oziroma pristopov ločevanja znanja od imetnika s čimer se mu odvzema vrednost (zniža cena imetnika znanja) in se ga preoblikuje v navadno informacijo ob asistenci sistemov IT. S tem smo razširili razpravo ne samo na sisteme IT, temveč tudi na jasno diferenciacijo med informacijo in znanjem. Multidisciplinarnost obravnavanih konceptov zahteva prilaganje interpretativnosti pristopa zaradi razumevanje družbene realnosti in njenih nastavitev.

Ključne besede: družba znanja, informacija, znanje, sistemi IT, ideologija

Knowledge as an ideology

Abstract

Even though we have focused on the discussion on how knowledge and especially management of knowledge is used for the restructuring of 'intellectual' capitalism, which we have categorized as an ideological abuse of the concept of knowledge, the purpose of this article is to present an ideological attempt of unburdening the concept of knowledge from numerous conventions. More specifically, its main purpose is satisfying the need of an 'economy of knowledge' or the division of knowledge from the owner, where value is taken away (decreases the knowledge owner's value) and is transformed into general information with the assistance of IT systems. With this topic we have expanded the discussion not only on IT systems, but also on a clear differentiation between information and knowledge. A multidisciplinary approach to the concepts requires adapting to the interpretive approach due to better understanding of social realities and their creations.

Key words: society of knowledge, information, knowledge, IT systems, ideology

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Informatizacija logističnih procesov v podjetju

Povzetek

Uvajanje informacijskih sistemov v podjetja je izjemno pomembno, predvsem za informacijske logistične sisteme v proizvodnih podjetjih. Pri uvedbi informatizacije je poleg konkurenčne prednosti zelo pomembno sledenje izdelkov in s tem kasnejšem odkrivanju napak in odpoklic izdelka, na čim hitrejši način. Razlogi za vpeljavo sistemov za sledenje so v nadzorovanju stroškov, poznavanju zgodovine vsake enote, večje konkurenčnosti v smislu hitrejše odzivnosti, manjšega števila napak in s tem večjega zaupanja kupcev pri odnosu kupec-prodajalec/proizvajalec V referatu bom predstavil, da smo z uvedbo tehnološko izpopolnjenega sistema za sledljivost in podporo logističnim procesom v proizvodnji zagotovili manipulacijo surovin, polizdelkov, embalaže in nazadnje gotovih izdelkov samo z branjem črtnih kod ter tako poenostavili izvedbo proizvodnih procesov.

Ključne besede: informatizacija, manipulacija, sledljivost, konkurenčna prednost, obvladovanje zalog

Computerisation of logistic processes in companies

Abstract

Introduction of the information system in companies is of utmost importance, especially for the information logistic systems in manufacturing companies. Besides the competitive advantage, product tracing is very important in introducing computerisation in companies, as it ensures faster

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detection of failures and product recall. The reasons for introducing tracing systems are: cost control, transparent history of each unit, better competitiveness/faster response, fewer failures and increased trust of buyers in the buyer-seller/producer relationship. The paper presents how the company has – through the introduction of a technologically upgraded tracing support system for logistic processes – ensured that manipulation of raw material, semi-manufactured goods, packaging and end products is carried out with barcode scanning, which simplifies the implementation of production processes.

Key words: computerisation, manipulation, traceability, competitive advantage, stock management



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Proces upravljanja informacijskih tveganj

Povzetek

Proces upravljanja z informacijskimi tveganji je poslovni proces, ki podpira upravljanje odločanja. Omogoča upravljanje lastnih sredstev za izvajanje zaščite premoženja podjetja na razumen in preudaren način. Proces naj nebi bil dolgotrajen – za dosego rezultatov moramo hitro in učinkovito izvršiti analizo in oceno tveganja. Mednarodna organizacija za standardizacijo (ISO) je razvila standard ISO 27005, ki opisuje proces upravljanja s tveganji in njegove aktivnosti, s katerimi zagotavljamo informacijsko varnost v okviru splošnih konceptov, ki jih podaja ISO 27001. Seveda ISO 27005 predstavlja samo enega od pristopov k reševanju problematike ocenjevanja tveganj. Podaja splošna priporočila za analizo in ocenjevanje informacijskih tveganj tako, da ne predpisuje posamezne metode ali orodja, ki bi bilo primerno za uporabo v neki organizaciji. Ena

izmed najbolj razširjenih metod za obvladovanje informacijskih tveganj je metoda NIST SP 800-30. Proces je izredno celovit, saj zajema vse – od identifikacije grožnje do sprotnega vrednotenja ter ocenjevanja.

Ključne besede: tveganje, upravljanje IT tveganj, informacijska varnost, ISO/IEC 27005:2008, ISO/IEC 27001:2005, NIST SP 800-30

Information security risk management process

Abstract

IT risk management process is a business process that supports management decision-making. It provides managing company's own resources to implement the asset for business protection in a reasonable and circumspect way. The process should not be time consuming - to achieve results we need to perform analysis and risk assessment quickly and efficiently. International Organization for Standardization (ISO) developed standard ISO 27005 which provides guidelines for information security risk management. It supports the general concepts specified in ISO 27001 and is designed to assist the satisfactory implementation on information security based on a risk management approach. ISO 27005 is one of many approaches of risk assessment. It gives general recommendations for the analysis and assessment of information risk and does not provide specific methods or tools that may be suitable for use in an organization. One of the most common methods to manage information risks is NIST SP 800-30. The process is extremely comprehensive - it covers everything, from threats identification to ongoing evaluation and assessment.

Key words: risk, IT risk management, information security, ISO/IEC 27005:2008, ISO/IEC 27001:2005, NIST SP 800-30



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3E in vplivi na razvoj okolja - Zasavje (okoljski problemi, kot tržne priložnosti)

Povzetek

Ekonomija, Energija in Ekologija so v današnjem svetu prepletene med seboj bolj, kot se zavedamo. Uravnoteženost vseh treh kazalcev pa bistvenega pomena za kvalitetno življenje in sožitje ljudi, narave in okolja. V preteklosti je bil zadnji segment Ekologije, na račun ostalih dveh zanemarjen, zato imamo danes velike ekološke probleme, ki bistveno vplivajo na razvoj posameznih regij. Doseči uravnoteženost vseh treh kazalcev, je zato bistvenega pomena za ekonomije današnjega časa. Tudi v Sloveniji imamo področja, pri katerih moramo popravljati napake iz preteklosti, ko se je Ekonomija in Energija razvijala na ramenih neustreznih ekoloških sistemov. Zato moramo vsi, skupno z državo, ki mora v nastalih razmerah sprejeti odločilno vlogo za rešitev nastalih razmer, poskrbeti, da se takšno ravnanje popravi in ne ponavlja v prihodnosti.

Ključne besede: Ekonomija, Energija, Ekologija, sistemi, kvaliteta

3E and influences on the environment development - Zasavje

Abstract

Economy, Energy and Ecology in today's world more intertwined with each other, as we know it. The balance of indicators is essential for quality of life and harmony of people, nature and the environment. In the past, the last segment of ecology at the expense of the other two slipped away, so today we have serious environmental problems that significantly affect the development of individual regions. Achieve balance in all three indicators, it is therefore essential for today's economy. Even in Slovenia, we have areas where we need to correct the mistakes of the past, when the Economy and Energy to develop on the shoulders of inadequate ecological systems.

Sodobne rešitve v poslovni informatiki in e-poslovanju

Therefore, we must all, together with the country in this situation must take a decisive role to resolve the situation, ensure that such conduct is correct and does not repeat in the future.

Key words: economy, energy, ecology, systems, quality

Trendi kakovosti v izobraževanju in management znanja

Quality trends in education and
knowledge management

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Zaupanje prebivalcev Slovenije v humanitarne organizacije

Povzetek

Letošnje leto je evropsko leto boja proti revščini in socialni izključenosti, ki jo s prihodom gospodarske krize čutimo vsi državljeni in gospodarski subjekti. Prepad med razvitim svetom in nerazvitimi državami se veča, revščino pa povečujejo še vojne, gospodarske krize in velike naravne nesreče ter globalizacija. Tudi pri nas stanje ni dosti boljše saj smo ravno s prehodom v kapitalizem doživeli prvo večje razslojevanje družbe. Humanitarne organizacije v naši državi in po svetu imajo zelo dolgo tradicijo, saj ni bilo obdobja v zgodovini človeštva, ko ne bi obstajale socialne razlike med določeno populacijo ljudi. Z zaostrovanjem medsebojnih odnosov se krepi tudi nezaupanje v zbiranje in razdeljevanje pomoči, predvsem zaradi tega, ker delovanje humanitarnih organizacij ni pregledno in dovolj javno. V prispevku smo prikazali ključne rezultate raziskave, katere cilj je bil ugotoviti, kolikšno je zaupanje prebivalcev Slovenije v humanitarne organizacije in končni cilj, kako gospodarska kriza in globalizacija vplivata na odločanje ljudi, da so pripravljeni pomagati socialno ogroženim kategorijam prebivalstva tudi v prihodnje, s koliko sredstvi in na kakšen način. Pri obravnavanju problema smo uporabili različne metode raziskovanja, kot so: anketiranje, zbiranje in analiza podatkov ter delo v knjižnici. Uporabili smo deskriptivni in analitični pristop, glede na vrsto raziskovanja pa smo uporabili namizno in kvantitativno raziskovanje. V raziskavi je sodelovalo 752 prebivalcev RS, od tega 57 odstotkov moških in 43 odstotkov žensk. Anketiranje je bilo izvedeno s pomočjo vprašalnika, osebno in po pošti. Ključna ugotovitev raziskave je, da Slovenci še vedno zaupamo v delo humanitarnih organizacij in da smo v veliki meri še vedno pripravljeni z denarjem, hrano ali oblačili pomagati ljudem v stiski.

Ključne besede: zaupanje, humanitarne organizacije, demografija

Trust of Slovenian citizens in humanitarian organizations

Abstract

This year is the European year of fight against poverty and social exclusion, which has been felt by all citizens and business entities, ever since the global economic crisis occurred. The gap between the developed world and undeveloped countries is getting increasingly bigger. Wars, economic crises, great natural disasters and globalisation increase poverty. In Slovenia the situation is not any better, because we faced the first greater stratification of society in the transition to capitalism. Humanitarian organisations in our country and worldwide have a very long tradition, because there has been no period in the history of mankind when social differences in certain segments of the population would not have existed. The organisations give most of humanitarian aid to the most underprivileged groups of people (unemployed, children, elderly people), who were pushed into poverty because of subjective reasons. While mutual relations have been becoming strained, mistrust in collecting and distribution of help has also been growing, mostly because the work of humanitarian organizations is not clear and public enough. This paper presents the key results of the research about the trust of Slovenian citizens in humanitarian organisations and the effect of global economic crisis and globalisation on people's willingness to help the underprivileged categories of population. The research also explored how much of their money Slovenian citizens are willing to give to humanitarian organisations and which channels are they most likely to use. We used various research methods, such as: questionnaires, data collection and analysis, library work. We applied descriptive as well as analytical approach, and used both desk research and quantitative research. The research included 752 citizens of the Republic of Slovenia, of which 57 percent were male and 43 percent were female. Questionnaires were distributed personally and through mail. The key finding of the research is that Slovenians still trust humanitarian organizations and that most of us are still willing to help people in need, either with money, food or clothes.

Key words: trust, humanitarian organisations, demographic data

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Poslovni vidiki in trendi združevanja ekonomskih in tehničnih znanj v globalizaciji

Povzetek

Programi izobraževanja v Evropi odpirajo vrata večji mobilizaciji študentov in zaposlenih ter s tem podpirajo multilaterarni razvoj znanj. Razvoj šolstva mora v prihodnosti bolj intenzivno razvijati koncept globalizacije. Sodobni izobraževalni programi za šolanje odraslih v EU odpirajo vrata za formalno in neformalno izobraževanje vseh članic EU. Prispevek obravnava poslovne vidike in filozofijo vključevanja Slovenije v mednarodne oblike izobraževanja. V prispevku je na osnovi statističnih podatkov izvedena primerjava za zanimanje med ekonomskimi in tehničnimi vedami v Sloveniji ter na tej osnovi navedena razmišljjanja o možnem prihodnjem razvoju obeh panog.

Ključne besede: globalizacija, mobilizacija znanj, multilaterarni razvoj znanj

Business issues and trends of combining economic and technical knowledge in globalization

Fakulteta za komercialne in poslovne vede ■ 107

Abstract

Education programs in Europe enable better mobilization of students and employees and support multilateral development of skills. The development of education in the future should develop more intensively the concept of globalization. Modern educational programs for adults in EU enable both formal and informal education of all EU member states. The research paper deals with business aspects and the philosophy of Slovenia's integration into the international forms of education. According to the statistical data is in the research paper made the comparison of the interest for economic and technical sciences in Slovenia and brought out thoughts about the possible future development of both disciplines.

Key words: globalization, mobilization skills, multilateral skills development



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Izboljševanje kakovosti šole z ugotavljanjem in spodbujanjem zadovoljstva zaposlenih

Povzetek

Prispevek zajema prikaz postopka uvajanja enotnega sistema merjenja zadovoljstva deležnikov v višje strokovne šole in zadovoljstvo šol z vprašalnikom za merjenje zadovoljstva zaposlenih. Predstavljene so izkušnje z izvajanjem merjenja na Višji strokovni šoli Slovenj Gradec in ugotovitve primerjave rezultatov merjenja zadovoljstva zaposlenih z dvema različnima pripomočkoma. Proučevanje vključevanja šol v sistem merjenja zadovoljstva je potekalo junija in oktobra 2009 (n = 42), merjenje zadovoljstva zaposlenih pa septembra 2010 (n = 30). Glavne ugotovitve so, da višje strokovne šole uporabljajo vprašalnik za merjenje zadovoljstva zaposlenih in so z njim zadovoljne. Primerjava rezultatov merjenja zadovoljstva z vprašalnikom zadovoljstva zaposlenih in standardizirano lestvico delovnega zadovoljstva je pokazala, da se dobljeni rezultati

značilno razlikujejo in da obstaja le nekaj pomembnih korelacij med njimi. Z merjenjem zadovoljstva spoznamo, kje izpolnjujemo pričakovanja oz. kaj lahko izboljšamo, zadovoljstvo pa lahko povečujemo le, če upoštevamo predloge in uvajamo izboljšave.

Ključne besede: kakovost v izobraževanju, merjenje zadovoljstva, zadovoljstvo zaposlenih, delovno zadovoljstvo, vrednote

Enhancing the Quality of Schools by Identifying and Promoting Employee Satisfaction

Abstract

The paper describes how standardized system for satisfaction assessment was introduced into vocational colleges and what the schools think about the questionnaire for assessment of employee satisfaction. Presented are experiences with assessment of satisfaction in the Vocational college Slovenj Gradec and conclusions of results' comparation, which were gathered by two different questionnaires. Study on school's involvement in the system of standardized satisfaction measurement took place in June and October 2009 (n=42), comparison of employee satisfaction results gathered by different instruments in September 2010 (n=30). Main findings are that schools use the questionnaire for employee satisfaction and show satisfaction with it. Comparison of results assessed by two different instruments shows that there is significant difference between results of two questionnaires and that only few correlations between variables are significant. With assessment of satisfaction we learn where we meet the expectation of stakeholders and where we can make improvements. We can stimulate employee satisfaction only if we accept their proposals and introduce improvement.

Key words: quality assurance in education, assessing of satisfaction, employee satisfaction, work satisfaction, values



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Konference kot event in oblika promocije višjih in visokih strokovnih šol

Povzetek

Spremembe na trgu izobraževalnih storitev so zadnja leta hitre in globoke. Eden večjih problemov s katerim se soočajo šole je padanje vpisa, še posebej pri izrednih študentih. Izobraževanje je pričelo črpati znanja, prijeme in primere dobre prakse iz poslovnega sveta. Trženjska poslovna naravnost je eden od odgovorov šol na dogajanje v okolju. V prispevku navajamo statistične podatke o vpisu v višje in visoke strokovne programe in predstavljamo različne načine promocije izobraževalnih storitev, ki se jih lotevajo šole. V nadaljevanju na kratko obravnavamo organiziranje konference kot oblike trženja izobraževalne organizacije skozi dogodek. Prikazujemo rezultate raziskave, ki kaže pogostost uporabe tega orodja promocije oz. načina sporazumevanja z javnostmi in ugotavljamo razlike med višjimi in visokimi ter javnimi in zasebnimi šolami. V zaključku med drugim nakazujemo smeri nadaljnega raziskovanja tega v slovenskem prostoru še neraziskanega in obdelanega področja.

Ključne besede: izobraževalne storitve, višje in visokošolski strokovni programi, upadanje vpisa, trženjske strategije, trženje z dogodki, raziskava

Conference as event and form of
vocational colleges and higher
professional education institutions
promotion

Abstract

In the recent years the changes on the market of educational services have been extremely fast and profound. One of the most important problems schools have to confront with is also the constant drop of enrollment in part-time student population. Educational institutions therefore started to use their knowledge, methods and examples taken from the good practice of the business world. Marketing orientation is a response of schools to what is actually going on in our surroundings. In this paper we cite statistics on student enrollment in vocational and higher professional programs and we also present various ways of promoting educational services that schools try to perform. We continue with brief dealing of organizing conferences as a form of educational organizations marketing through event. Introduced results of the research show frequency of its use and state the difference between vocational colleges and higher professional education institutions and the difference between public and private schools, too. In the conclusion of this paper we indicate what answers would be necessary to find and what to research further in connection with this not investigated and scientifically not processed part of promoting educational services.

Key words: educational services, vocational and higher professional programs, declining the enrollment, marketing strategies, event marketing, research



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Učeča se organizacija kot način doseganja konkurenčne prednosti trgovske družbe

Povzetek

Globalizacija je politično ekonomski proces, ki svet gospodarsko, tehnološko in poslovno vse bolj povezuje ter ga notranje managersko homogenizira. Globalizacijski pritiski so v majhnih gospodarstvih zaradi večje liberalizacije trgov in potreb po mednarodni specializaciji veliko bolj izraženi kot v velikih gospodarstvih. Proces globalizacije spreminja položaj in izzive nacionalnih ekonomskih podjetij. Zaradi nepredvidljivega in turbulentnega okolja postaja poslovanje podjetij in drugih organizacij vse bolj zapleteno. Ob vsem tem pa le nenehno učenje in novo znanje omogočata hitro prilagajanje in odzivanje na spremembe ter dolgoročno preživetje. Številne organizacije se tako v današnjem času pospešeno preoblikujejo v učeče se organizacije oziroma v učeče se podjetja ter se na ta način v panogi. Ustvarjanje organizacij, ki se želijo in so sposobne učiti bo prineslo koristi za celotno gospodarstvo ter posledično tudi za družbo v kateri živimo.

Ključne besede: izzivi okolja, znanje, učenje, sodobno podjetje, učeča se organizacija, intelektualni kapital, globalizacija.

Learning organization as a means of achieving competitive advantage trading company

Abstract

Globalisation is a political economic process which connects the world more and more in an economic, technological and business way and makes it internally managerial homogeneous. Globalisation pressures are much more expressed in smaller economies than in bigger ones because of the growing market liberalization and the need for international specialization. The process of globalization changes the position and challenges of national economies and companies. Due to unpredictable and turbulent environment the operations of companies and other organizations are becoming more and more complex. Along with that constant learning and new knowledge enable a swift adjustment to changes and long-term survival. Numerous organizations are nowadays being successfully transformed into learning organizations or companies and are therefore facing new challenges, improving constantly and fighting the competitors in

order to take over a leading role in the branch. Creation of organization which are willing and able to learn will bring benefits to the whole economy and as result to the society we live in.

Key words: environmental challenges, knowledge, learning, modern company, learning organization, intellectual capital, globalisation.



Viljem Kregar

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Vloga in pomen predmeta Podjetništvo na Višji strokovni šoli Abitura, d. o. o. Celje

Povzetek

Referat prikazuje vlogo in pomen izbirnega predmeta Podjetništvo v višešolskem študijskem programu Ekonomist na Višji strokovni šoli Abitura d.o.o. Celje. V referatu je predstavljen študijski program, ki se izvede v dveh študijskih letih v obsegu 120 kreditnih točk ter študijska usmerjenost študentov pri izbiri enega od 24-tih izbirnih predmetov v zadnjih sedmih študijskih letih. Predstavljen je načrt dela za izvedbo predmeta Podjetništvo s strukturo predavanj, vaj, seminarske naloge in pisnega izpita. Nadalje je v referatu prikazana tudi pomembna podpora podjetništvu v Sloveniji s strani naše vlade, predvsem delovanje Agencije VEM in pogoji pridobitve subvencije za samozaposlitev. Na kratko je predstavljena struktura osebnosti tipičnega podjetnika ter vpliv študentskih anket na odločitve za izbiro izbirnega predmeta Podjetništvo.

Ključne besede: podjetnik , podjetništvo; projektna oziroma seminarska naloga; kapital ;subvencija.

The role and importance of the subject Entrepreneurship at the Abitura college

Abstract

In the paper is presented the role and the aim of elective course "Entrepreneurship" in the Economist education programme at the Abitura Celje. The paper presents study content, which lasted 2 years and has 120 CP. A plan is presented for introducing the topic of entrepreneurship through the use of lectures, training, a seminar paper and a written exam. This paper further presents the importance of government support for entrepreneurship in Slovenia, in particular the work of the Agency VEM and the conditions for receiving subsidies for self-employment. The breakdown of the traits of the typical entrepreneur is presented in brief, as well as the impact of student surveys regarding decisions for the selective subject of entrepreneurship.

Key words: entrepreneur, entrepreneurship, project or seminar paper, capital, subsidy



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Zadovoljstvo diplomantov s študijem na Fakulteti za komercialne in poslovne vede

Povzetek

V današnji vedno večji konkurenčni znanju ter velikih poslovnih izzivih globalizacije je pomembno slediti trendom kakovosti v izobraževanju in managementu znanja. Zelo pomembna je pridobitev informacije o zadovoljstvu uporabnikov s storitvami izobraževalnih ustanov. Fakulteta za komercialne in poslovne vede je pridobila v letu 2010 informacije o zadovoljstvu po končanem študiju diplomantov dodiplomskega in poddiplomskega študija s pomočjo Alumni kluba FKPV. Alumni klub FKPV je klub vseh diplomantov dodiplomskega in poddiplomskega študija vseh študijskih programov z vseh študijskih lokacij in generacij Fakultete za komercialne in poslovne vede. Alumni klub FKPV je izvedel kvantitativno

raziskavo v obliki anketevna vprašalnika o zadovoljstvu diplomantov po končanem študiju. Rezultati raziskave so pokazali, da so diplomanti po končanem študiju zadovoljni s pridobljenim znanjem ter z delom Fakultete za komercialne in poslovne vede.

Ključne besede: Fakulteta za komercialne in poslovne vede, Alumni klub FKPV, diplomanti, znanje, zadovoljstvo

Satisfaction of graduate with studies at the Faculty of Commercial and Business Sciences

Abstract

In today increasingly competitive and knowledge of major business challenges of globalization, it is important to follow trends in education quality and management skills. Very important is to obtain information on user satisfaction with the services of educational establishment. Faculty of commercial and business sciences in 2010, the information on customer satisfaction on its completion, graduates of undergraduate and postgraduate studies obtained through alumni club FKPV. FKPV alumni club is a club of all graduates of undergraduate and postgraduate courses of study in all studies location and generations of faculty of commercial and business sciences. Alumni club FKPV quantitative survey conducted in the form of a questionnaire of the satisfaction of graduates after completion of studies. The results showed that after graduating graduates are satisfied with the obtained knowledge and with work of Faculty of commercial and business science.

Key words: Faculty of commercial and business science, Alumni club, graduates, knowledge, satisfaction



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Kompetence študentov in karierno svetovanje

Povzetek

V prispevku avtorica proučuje nekatere vidike svetovanja študentom v visokem šolstvu na področju razvoja njihovih kompetenc. Pri tem se osredotoči predvsem na obstoj organiziranih oblik svetovalnega dela s študenti v različnih visokošolskih institucijah, na razpon ponudbe, metode dela in na vključenost širšega okolja, potencialnih delodajalcev. Raziskava je opravljena na podlagi podatkov fakultet, rezultati pa kažejo na neenakomerno urejenost področja v slovenskem visokem šolstvu.

Ključne besede: visoko šolstvo, kompetence, študenti, razvoj kariere, karierni center, delodajalci

Student competencies and career counseling

Abstract

The paper examines some aspects of counseling students in higher education to develop their competencies. In so doing, author focuses on the existence of organized counseling forms for students in various higher education institutions, on the range of bids, on methods of work and the involvement of the wider environment, including employers. The survey was conducted on the basis of internet data of faculties, the results show the uneven arrangement of student career development area in the Slovenian higher education.

Key words: higher education, competencies, students, career development, career center, employers



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Znanje tujih jezikov kot osebna naložba v boljšo posameznikovo prihodnost

Povzetek

Slovenija je z vstopom v Evropsko unijo postala del evropskega prostora. Vzporedno s tem lahko trdimo, da so se nam odprle številne poti, vsaj kar se tiče madnarodnega sodelovanja s tujimi podjetji, lažjega iskanja dela v tujini in podobno. Lahko rečemo, da se nam je ponudila velika priložnost, ki jo moramo izkoristiti. Izkoristimo pa jo lahko le, če smo sposobni komunicirati v tujih jezikih in se tako sporazumevati. Večjezičnost je tako velika prednost vseh tistih, ki želijo evropski prostor izkoristiti v polni meri. Na podlagi raziskave, katere vzorec je predstavljala starostna populacija od 19 do 30 leta starosti, smo ugotavljali kako po izkušnjah le tega vzorca znanje tujih jezikov vpliva na njihovo zaposljivost. Pri tem smo stremeli k dosegi dveh ciljev in sicer ovrednotiti, v kolikšni meri znanje tujih jezikov vpliva na zaposljivost starostne populacije od 19 do 30 leta starosti in ugotoviti, ali imajo osebe z boljšim znanjem tujih jezikov boljše zaposlitvene možnosti. Do ugotovitev raziskave smo prišli s pomočjo vzorca, kateri je obsegal 71 študentov Fakultete za komercialne in poslovne vede in študentov višješolskih programov mednarodnega izobraževalnega centra Academia. Ugotovili smo, da osebe med 19 in 30 letom starosti niso zainteresirane za izobraževanje na jezikovnem področju, jezikovni tečaji predstavljajo osebam prevelik finančni zalogaj, neznanje tujih jezikov raziskovanemu vzorcu ne predstavlja problemov na poslovнем področju gledano z vidika ogroženosti nad izgubo službe ter raziskovani vzorec se zaveda, da današnja vpetost v evropski prostor zahteva aktivno znanje vsaj enega tujega jezika.

Ključne besede: tuji jeziki, mladi, osebna naložba, boljša prihodnost

Foreign language competence as a personal investment for a better future for individuals

Abstract

By becoming a member of the European Union Slovenia has become a part of the European region, thus we may say that this has opened several opportunities, at least as much as international cooperation with foreign companies and finding work abroad, etc., is concerned. We may also say that this presents an opportunity, which we have to take. However, we may only take this opportunity, if we are capable to communicate in foreign languages. Thusly, multilingualism presents a great advantage for all those, who want to use of the opportunities of the European area to full extent. On the basis of a research on a sample of young people, ranging from 19 to 30 years of age, we wanted to establish how, in their experience foreign language competence influences their employability. In this we were pursuing two goals, namely to asses to what extend foreign language competence influences the employability of young people from 19 to 30 years of age, and to establish, whether people with higher foreign language competence have better employment possibilities. We have established the research results on the basis of a sample, which included 71 students of the Faculty for Commercial and Business Sciences and students of higher education programmes of the international education centre Academia. We have established, that people, aged between 19 and 30 have little interest in obtaining foreign language competences, that foreign language courses present to much of a financial burden for the research sample, that foreign language deficits do not present a problem in their professional activity, seen from the perspective of job loss threat, and that the research sample is aware that today's integration into the European area requires active foreign language competences in at least one foreign language.

Key words: foreign language competence, young people, personal investment, better future



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Kritična diskurzivna analiza kot primerna metoda za razkrivanje družbenega položaja izobraževalnih institucij

Povzetek

Članek predstavlja uporabnost in primernost kritične diskurzivne analize (KDA), posebej Faircloughovega modela KDA za razkrivanje spremenjenega položaja izobraževanja oziroma izobraževalnih institucij. Faircloughov model KDA se osredotoča na tri različne razsežnosti komunikacijskega dogodka, na družbeno situacijo, družbeno institucijo in družbo kot celoto, ki mu ustreza tridimenzionalna analiza diskurza. Kritičen pristop k analizi diskurza se kaže kot primeren, ker poudarja povezavo med družbeno prakso in diskurzom. Razkriva, kako se oglaševalski in promocijski diskurz vedno bolj kolonizirata v šolsko življenje, kar je del širšega procesa družbenih sprememb, ki zajemajo tudi izobraževanje in izobraževalne institucije. KDA pripelje do spoznanja, kako na videz nedolžna jezikovna sredstva, kot so metafore, poosebitve, personifikacije, raba zaimkov, poimenovanje akterjev, nosijo veliko vrednost in igrajo pomembno vlogo v predstavitenem besedilu izobraževalne organizacije. Razkrivajo nam tako zakrito kot transparentno strukturo odnosov med izobraževalno institucijo (akademiki) in študenti ter poskušajo odgovoriti, kako nek akter v diskurzu uresniči svoj namen.

Ključne besede: diskurz, kritična diskurzivna analiza, družbena praksa, izobraževanje, promocija

Critical Discourse Analysis as an Appropriate Method for Revealing the Social Status of Educational Institutions

Abstract

The article portrays the applicability and aptness of the critical discourse analysis (CDA), particularly of the Fairclough model of CDA for revealing the transformed status of education in general and of the educational institutions. Fairclough's CDA model focuses on three diverse dimensions of a communication event, i.e. on the social situation, the social institution and society as a whole, which is consistent with a three-dimensional discourse analysis. A critical approach to discourse analysis is considered apt because it underlines the connection between social practice and discourse. Moreover, it reveals how both advertising and promotional discourse are increasingly colonizing into school life which is part of a broader process of social changes also encompassing education and educational institutions. CDA leads to the conclusion that great value is given as well as what an important role seemingly harmless language tools such as metaphors, personifications, the use of pronouns and naming agents play in presentation texts of educational institutions. These language tools reveal the hidden as well as transparent relation structure between educational institutions (academics) and students, and try to identify how agents achieve their purpose through discourse.

Key words: discourse, critical discourse analysis, social practice, education, promotion



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Ugotavljanje in razvijanje kakovosti na naši šoli

Povzetek

Zagotavljanje kakovosti v srednjem poklicnem in strokovnem izobraževanju določa več zakonov. Različne inštitucije že nekaj let uvajajo sistemski rešitve za ugotavljanje in zagotavljanje kakovosti. V šolstvu nimamo izdelka, ki bi mu lahko merili standarde, zato so načini ugotavljanja stanja na posameznih področjih zelo kompleksni. Na naši šoli smo vzpostavili sistem vodenja kakovosti po modelu Kakovost za prihodnost vzgoje in izobraževanja, ki nas sistematično vodi k nenehnim izboljšavam. Temelji na krogu PDCA. Ugotavliali smo obstoječe stanje in načrtovali delo v smeri izboljšav. V proces smo vključili naslednje deležnike izobraževanja: strokovne delavce, dijake in starše. Skozi notranjo in zunanj presojo smo ugotavliali, kaj moramo še izboljšati. V veliko pomoč so nam bila mnenja staršev in dijakov, ki smo jih pridobili s pomočjo anketnih vprašalnikov. Na podlagi ugotovljenega stanja smo skupaj z deležniki načrtovali delo v smeri izboljšav. Model KzP se je v praksi izkazal kot učinkovit in z rednimi letnimi presojami potrjujemo pridobljeni certifikat.

Ključne besede: kakovost, evalvacija, dobra šola, izobraževanje

Establishing and providing quality in our school

Abstract

Several laws determinate providing quality in secondary vocational and technical education. For some years various institutions introduce system solutions of establishing and providing quality. In education we are not dealing with a product, to which we could measure the standards, therefore the ways of establishing the states on some fonts are very complex. In our school we established the quality management system based on model Quality for future education, which systematic leads us to continual improvements. The approach includes the PDCA methodology. We were establishing the currently state and planed further work in a way of improving. We have included the following participants: pupils, parents and teachers. Through internal and external assessments we observed what we have to improve. The opinions of parents and pupil, which we received through the survey questionnaires, were very helpful. On the basis of the established state, we planed, together with participants, continual work in a

way of improving. Model EQ has proved to be effective in practice. We confirm the certificate at the regular annual assessments.

Key words: quality, assessment, good school, education



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Motivacija za izobraževanje odraslih

Povzetek

Po zadnjih Eurostatovih statističnih raziskavah in projekcijah prebivalstva, narejenih za uresničevanje lizbonskih ciljev na področju izobraževanja se bo koeficient starostne odvisnosti do leta 2030 skoraj podvojil. Zelo pomembna je usmeritev starejše populacije v dodatna izobraževanja, ki jim bodo omogočala dodatno usposobljenost in višje kompetence na njihovih dosedanjih delovnih mestih ali jim omogočala kvalitetno kandidaturo na novih delovnih mestih. Na osnovi raziskav podajava v prispevku izvirni predlog za motivacijo, ki bi lahko pritegnila večje število populacije starejše od 45 let k dodatnemu izobraževanju. Nadalje raziskujeva prednosti in slabosti dodatnega izobraževanja za posameznika in za celotno družbo. Kritično obravnavava obstoječo politiko izobraževanja starejše generacije in podajava predloge za izboljšanje. V prispevku analizirava povezanost med izobraževalnimi institucijami in med delovnimi organizacijami ter podajava projekcijo za izboljšanje teh korelacij v prihodnosti.

Ključne besede: kompetence, dodatna izobraževanja, motivacijski dejavniki

Motivation for adult education

Abstract

According to the recent Eurostat statistical researches and projections of the population, made for the implementation of the Lisbon objectives in education, the age dependency ratio in 2030 is going to be almost doubled. The orientation of the elderly population in further education is very important, because it will enable them additional skills and broader competences on their current working positions, or enable them to compete for high-quality jobs. According to the researches we provide the original proposal for motivation, which could attract a larger number of population older than 45 years for further education. Furthermore we explore the advantages and disadvantages of further education for the individual and for society. We give a critically note to the existing education policy of older generation and provide suggestions for improvements. In the research paper we analyze the relationship between educational institutions and the labor organizations and provide projection for improvement of these correlations in the future.

Key words: skills, further education, motivation factors



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Pomen izobraževanj na regionalni ravni: primer Zasavske regije

Povzetek

Zasavje je bilo v preteklosti zaznamovano z rudarjenjem in industrijo, ki danes izginjata. Na drugi strani se zaradi opuščanja tovrstnih panog ohranja okolje, regija postaja prijazna do prebivalcev in tudi turistično privlačna. Vendar je zgodovina rudarjenja in industrije pustila globok pečat tudi v usposobljenosti kadrov za turistično dejavnost, katera je zelo kompleksna in potrebuje temu primerne kadrovske potenciale. V sklopu

projekta Natura 2000 – turistične zanimivosti Zasavja smo kot enega večjih problemov prepoznali pomanjkanje ustrezeno usposobljenih ljudi za področje turizma, zato smo v nadaljevanju projekta z naslovom Vse teče v tri krasne velik pomen dali izobraževanju, svetovanju in usposabljanju sedanjih in bodočih akterjev na področju turizma. Izobraževanja so sestavljena tematsko in ustrezajo vsem specifikam regije – tako z vidika delavnic, izobraževanj, usposabljanj kot tudi individualnega svetovanja, kateremu smo v naši regiji dali velik pomen. Tako bomo lahko v prihodnosti oblikovali ustrezne produkte, katere bodo izvajali strokovno usposobljeni ljudje. Prav tako v referatu obravnavam kadrovsko znanje izvajalcev izobraževanj kakor tudi pomen vključevanja zunanjih strokovnjakov pri izvedbi in načrtovanju izobraževanj.

Ključne besede: delavnice, izobraževanje, podjetniške priložnosti, strateški management, svetovanje, turizem, usposabljanje, Zasavje

The importance of education on the regional level: study case of Zasavje region

Abstract

In the past, Zasavje has been marked by mining and industrial branches, which are now disappearing. On the other hand, disappearing of mining and industry bring cleaner air and environment in Zasavje region, that's why region has become friendly for population and also attractive for tourism development. However, history of mining and industry also left a deep mark in the training od personnel for tourist activity, which is very complex and needs an adequate staff potencial. In project »Natura 2000 – tourist attractions of Zasavje« we indentified lack of suitably qualified people in the field of tourism as one of major problems in our region. That's why we gave big importance for education, trainings, consulting in our new project »Everything runs in three beautiful valleys«. Zasavje in the past has been marked by mining and industry, which is now disappearing. On the other hand, the school maintained industries such environment, the region has become friendly with the population and also a tourist attraction. However, the history of mining and industry also left a deep mark in the training of personnel for tourist activity, which is very complex and needs an

adequate staff potential. Education make up thematically and comply with the specifics of the region – in both terms of workshops, trainings and individual consulting, which has great importance in our region. Thus, we can create relevant products in the future, which will be carried with professionally trained people. The paper also discuss about personnel skills of training providers and about big importance of involving external experts in the implementation and training planning.

Key words: business oportunities, education, consulting, strategic management, tourism, trainings, workshops, Zasavje region



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Poslovno e-izobraževanje v Sloveniji

Povzetek

Internet je, zaradi svoje praktičnosti in funkcionalnosti, zelo uporaben medij tudi v izobraževanju, zaradi česar je slednje dobilo nove razsežnosti in postalo dostopnejše. Tako je e-izobraževanje dandanes razširjeno povsod po svetu, oz. povsod tam, kjer imajo učenci dostop do interneta, in je kot tak uveljavljen kot dober pripomoček k rednemu izobraževalnemu procesu. Vendar je e-izobraževanje postalo priljubljeno tudi med managerji. Namreč, obstajajo fakultete, ki ponujajo svojim in tujim študentom študij izključno online. Vse se odvija preko interneta, ne samo predavanja, temveč tudi diskusije med študenti in učitelji, med samimi študenti, kot tudi opravljanje izpitov. Po drugi strani pa je internet tudi vir neformalnega izobraževanja mnogim, tudi podjetjem, ki uporabljajo internet za izobraževanje in usposabljanje svojih sodelavcev oz. zaposlenih. Med njimi so mnoga evropska podjetja, kot tudi slovenska. Tako ta prispevek kaže razsežnosti poslovnega e-izobraževanja v Sloveniji.

Ključne besede: internet, izobraževanje, podjetje

Business e-education in Slovenia

Abstract

The Internet is, due to its convenience and functionality, very useful media in education, which received a new dimension and became more accessible. The Internet has become an increasingly used media in education, which was given new dimensions and became more accessible. Thus, e-learning is now widespread throughout the world, wherever students have access to the Internet, and is established as a good tool for conventional educational process. E-learning has also become popular among managers. In fact, there are faculties, which offer their and foreign students studies exclusively on-line. Everything is carried out via the Internet, not just lectures, but even discussions between students and teachers, among students, as well as examinations. On the other hand, the Internet is also a source of non-formal education to many, even for the Enterprises, who use the Internet for education and training of their employees. Among them are many European companies, as well as Slovenian. Thus, this contribution shows dimensions of business e-education in Slovenia.

Key words: internet, education, enterprise



Turizem in izzivi trajnostnega razvoja

Tourism and challenges in sustainable
development

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Zeleni turizem in zelena delovna mesta kot kadrovski izziv trajnostnega oziroma družbeno odgovornega razvoja

Povzetek

Klimatske spremembe predstavljajo ob globalni ekonomski krizi enega največjih izzivov, s katerim se sooča človeštvo. V ekonomski situaciji s katero se sooča sodobna ekonomija bodo posamezniki, ki so ostali brez delovnega mesta imeli vedno manj priložnosti za zaposlitev, ker bodo vedno starejši in vedno bolj nesposobni za pridobivanje novih znanj in veščin, ki jih narekuje razvoj dela in tehnološkega napredka. Vrednost posameznika pa je odvisna od vrste znanja, obsega znanja, in kvalitete znanja, ki ga lahko ponudi delodajalcu. Tukaj pa pridejo na vrsto prednosti »zelene kadrovske politike« in managementa znanja, ki se navezuje na koncept družbene odgovornosti, ki ga je začela Evropska unija razvijati s svojimi strateškimi dokumenti že v začetku devetdesetih let prejšnjega stoletja. Govorimo o energetsko učinkovitem in okolju prijaznem gospodarstvu ter tvorbi novih (zelenih) delovnih mestih v tistih delovnih sredinah, ki zmanjšujejo negativne učinke na okolje. Trajnostni razvoj, socialno pravičnost in stabilno ekonomijo lahko dosežemo le z novo obliko ekonomije, temelječe na okolju prijaznih – družbeno odgovornih principih. V Sloveniji je poznavanje možnosti zaposlovanja v povezavi z zelenimi delovnimi mesti še vedno nezadostno izkoriščeno, primeri dobre prakse iz tujine pa razvijajo spoznanje, da bo razvoj novih tehnologij in posledično tudi novih (zaposlitvenih) trgov pospešil zaposlovanje v zeleno orientiranih panogah. Tukaj prihaja zaradi naših naravnih danosti v ospredje zeleni turizem, ki v vseh svojih zelenih pojavnih oblikah lahko predstavlja veliki kadrovski bazen, ki bo generiral bodoče »zelene« strokovnjake. Zelena strategija vsakega družbeno odgovorno orientiranega gospodarstva se sooča z izzivi, vzpodbjati rast in ustvarjati več in boljša delovna mesta, hkrati pa razvijati okolju prijaznejše in bolj inovativno gospodarstvo oziroma

zeleno ekonomijo. Gre za spremembo vzorcev investiranja na področju obnovljive energije, energetske varčnosti in ostalih zelenih področij. Zelena ekonomija in njen vpliv na kadrovanje 21. stoletja dokazujeta, da se zelena delovna mesta že uveljavljajo v nekaterih panogah v Sloveniji, tudi v turizmu.

Ključne besede: trajnostni razvoj, management znanja, zelena delovna mesta, zeleni turizem, zelena ekonomija

Green tourism and green jobs as a challenge for sustainable - social responsible development in the field of human resources

Abstract

Climatic changes represents with the global economic crisis, one of the greatest challenges for mankind. In economic situation which the modern economy is facing now, will the individuals who have lost their job had still fewer opportunities because they are older and increasingly unable to gain new knowledge and skills dictated by the development of labor and technological progress. The value of an individual (employe) depends on the type of skills, range of knowledge, skills and qualities that he can offer to employer. The advantages of »green personnel policies« and knowledge management are at the forefront. This relates to the concept of corporate social responsibility, which was launched by the European Union with their strategic documents in the early nineties. We are talking about energy-efficient and environmentally friendly economy and the formation of new (green) jobs in those working environments that reduce the negative effects on the environment. Neither sustainability, social justice nor economic stability can be secured without redesign of the economy based on ecological – CSR principles. The knowledge of employment opportunities related to green jobs is in Slovenia still under-utilized, but examples of good practices from abroad, are building up the awareness that the development of new technologies and new (job) markets will accelerate the creation of new jobs in the green industry. Our natural resources and developing green tourism green in its all shapes, may represent a large

human resource pool that will generate future "green" experts. Green strategy of each socially responsible oriented economy is facing challenges to encourage growth and create more and better jobs, but at the same time its developing more environmentally friendly and more innovative - green economy. This has led to changing patterns of investment into areas of renewable energy, energy efficiency projects and other green areas. Green thinking can create environmentally responsible businesses in an era of rapid climate and social changes. Green economy and its impact on the world of work in the 21st century has already proved that green jobs are generated in some sectors and economies (such as green tourism) even in Slovenia.

Key words: sustainable development, knowledge management, green jobs, green tourism, green economy



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The profile of a tourist manager of the county of Istarska

Abstract

Today, quality managers are becoming the most important resource and the basis of the competitive and strategic advantage in the tourist market. Taking into consideration the specifics of the hostelry business and tourism when compared with other businesses, within that context, the managers from this sector of the economy also differ from the managers of other businesses. The changes which occurred in the ownership and managerial

structures of the hostelry and tourist companies caused also the changes in the profile of a manager in the hotel business and tourism of the County of Istarska, as the most developed tourist region in Croatia. In this paper, therefore, the characteristics of hostelry and tourist companies and their managers, in order to determine their profile, are being researched and analysed. For those purposes, during the course of the year 2008, researches of the profiles of tourist managers in the County of Istarska were carried out on a sample of 60 managers in 25 hotels, nine restaurants, eight tourist agencies, five tourist associations, managers of development and purchasing and a board of directors' president. The main author's aim of the research in this paper is to define the fundamental characteristics of tourist companies and managers in the County of Istarska in order to improve and overcome the current situation.

Key words: quality, hotel manager, profile of manager, characteristics



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Vpliv igralniških davkov na prihodke od turizma

Povzetek

Igralniške davke se lahko uporabi kot sredstvo za zvišanje prihodkov od turizma v določeni državi. Za to, da bi igralniški davki lahko dosegli to, morajo biti učinkoviti in morajo spodbujati socialne cilje. Vsaka uvedba davka ali sprememba davčne strukture na konkurenčnem trgu, ki se nanaša na ponudnike, vpliva na ekonomske izgube tako na strani ponudbe, kot tudi na strani povpraševanja. Če se davčna stopnja zniža, se ekonomske izgube zmanjšajo in del nastale razlike se lahko nameni za višanje prihodkov od turizma. Prihodki od igralništva so odvisni tudi od števila hotelskih sob in ostale turistične ponudbe v bližini igralnice. Več hotelskih sob in več ostale turistične ponudbe pomeni tudi večje število turistov. V primeru, da se davčna stopnja v igralništvu zniža, postane panoga bolj konkurenčna. Večji bodo dobički podjetji, ki se ukvarjajo z

igralništvom. Ti dobički pa se morajo potem nameniti za pridobivanje večjega števila igralniških gostov.

Ključne besede: igralništvo, davki, turizem, igralnice, hoteli, prihodki

The impact of gaming taxes on tourist income

Abstract

Gaming taxes can be used as an instrument to increase tourism income of an economy. For gaming taxes to be used as such an instrument the tax has to be efficient equitable and has to promote social objectives. Every tax or every change of a tax structure in a competitive market that is imposed on suppliers, imposes net economic losses on consumers and producers. If the tax implied reduces, the net economic losses decrease and part of the difference can be used to increase tourism income. The income of the gaming industry is dependent also from the number of hotel rooms and overnight attractions near a Casino. The more rooms and attractions, the more guests. If the tax rate for the gaming industry is decreased, the gaming industry will get more competitive. First there will be more profits from gaming companies. This extra profits would then have to be used to attract more casino tourist.

Key words: gaming, taxes, tourism, casino, hotels, income



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Organizational culture as a result of seasonal fluctuations in tourism

Abstract

Seasonal labour (staff) is an integral part of seasonal operation, which is a characteristic of the Croatian hospitality industry. The subject of the author's research involves the special features of the organisational culture of hotels and hotel companies in resort destinations along the Adriatic coast. The research models focus on the organisational structures that are applied by management in hotels with predominantly seasonal operations. This paper examines the possible models for Croatian hotels and hotel companies operating under the special circumstances created by transition and seasonality. In these hotels and hotel companies, specific and modified organisational cultures are emerging, which are, in particular, affected by the seasonal workforce and the special impact it has on the seasonality of operations. The goal of the research is to identify and examine the characteristics of the organisational cultures in the Croatian hotels. In addition to exploring the features of organisational cultures, the paper also identifies the contribution of organisational cultures in enhancing the distinctiveness of Croatian hotels within the tourist market. Organisational culture as a part of the organisational system represents an important basis and a prerequisite to the successful performance of every hotel. In achieving results, qualitative and quantitative methods with the emphasis on multiplae correlation are used. The aim of the paper is to determine the special characteristics and structure of seasonal labour, its importance for the economy of Croatia, and the work motivations of seasonal workers. Conclusions and suggestions are presented at the end of the paper.

Key words: organisation culture, seasonal fluctuation, Croatian hospitality industry



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Hoteli Ritz – Carlton ali kako se učiti o kakovosti hotelskih storitev od najboljših

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Povzetek

Kakovost hotelskih storitev je eden najpomembnejših faktorjev uspešnega poslovanja hotela. Prav zaradi tega so zelo dragoceno primeri dobre prakse, ki so nam lahko osnova za izboljšave in vzgled. V referatu je prikazan sistem zagotavljanja sistema kakovosti v svetovno znanih hotelih Ritz-Carlton. Njihova pravila, njihov moto in sistem so primer, ki ga je vredno preučiti in ga uporabiti na primeru slovenskih hotelov. Analiza različnih materialov in njihove spletnne strani nam daje mnogo zanimivih primerov, ki jih lahko z prilagoditvijo uporabimo v slovenskih hotelih in storitvenih dejavnostih.

Ključne besede: kakovost, hotelske storitve, Ritz-Carlton, motto, credo

Ritz – Carlton hotels or how to learn about hotel hospitality and quality from the best

Abstract

The quality of hotel services is one of the most important factors of successful hotel business. For this reason, they are very valuable examples of good practice, which we can base and set an example. The paper will show the quality assurance system of the world famous Ritz-Carlton hotels. Their rules, their motto and the system is a unique example that is worth looking into and used in the case of Slovenian hotels and hospitality industry. Analizing their materials and websites give us a lot of interesting examples which can be adapted and used in slovene hotels and in service industries.

Key words: quality, hotel service, Ritz-Carlton, motto, credo



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Tourism and EU pre-accession funds: Cross-border cooperation projects in Croatia

Abstract

Pre-accession EU funds are funds of the EU budget intended for non-member countries and candidate countries with goal to facilitate the implementation of political, economic and institutional reforms. Since 1991 and up to date, Croatia has been eligible for a variety of programmes for co-funding the development of priority areas in achieving democratic and economic development and in facilitating EU accession. Tourism contributes considerably to the economic growth of Croatia and to the prosperity of its citizens. As such, tourism represents a very important economic activity responsible for the "invisible export" of services, and it exerts a positive effect on the revenue side of Croatia's balance of payments. The research conducted in this article confirms that tourism is seen as a vital activity influencing macroeconomic indicators and other economic activities. EU member countries have at their disposal a large number of financial instruments, programs and initiatives supporting tourism focused on sustainable development. Considerable financial and non-financial resources and instruments encouraging investments in tourism will become available to Croatia upon EU accession. This assistance is of the utmost importance for Croatia considering its orientation and current level of tourism development. In the example of Istria County, it is evident that there is a large number of EU-assisted

development projects aimed at tourism and related activities contributing towards the faster development of all the County's economic activities.

Key words: EU pre-accession fund, Cross-border cooperation, sustainable development, tourism



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Sustainable tourism and wellness service quality: an empirical study of customers' expectations

Abstract

Over the past few years wellness and health tourism has grown, as selective types of tourism became important for sustainable development of tourist destinations. The purpose of this study is to investigate the service quality expectations of wellness customers in Croatian hotel wellness centers. The main goals are to empirically assess wellness customers' expectations and to determine main factors that best explain customers' expectations regarding wellness service quality. An adopted version of the SERVQUAL scale (Parasuraman et al., 1988) was developed. Questionnaires were distributed in three hotel wellness centers in the Opatija Riviera (Croatia) during two spring months of 2009. Descriptive, factor and reliability analyses were used in order to meet study goals. The analysis was conducted on 169 valid questionnaires. The findings suggest high level of customers' expectations. Three main dimensions concerning wellness customers' expectations were identified: "staff quality and service reliability", "empathy and assurance" and "appearance of facilities and staff". The present study has several limitations. The findings may not be

generalized because of the small sample size of hotel wellness centers and limited geographic area. Moreover, the study included relatively small number of service attributes that may not capture all expectations regarding the overall wellness service experience. The study results can help wellness managers to better understand customers' needs and meet their expectations in order to provide high service quality, gain profit and ensure sustainable business performance.

Key words: service quality expectations, wellness tourism, factor analysis, sustainable tourism



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Analiza dejavnikov, ki vplivajo na ameriškega potrošnika pri izbiri internetne strani v povezavi z zdravstvenimi storitvami v turizmu

Povzetek

Najhitreje rastoči del turistične dejavnosti so zdravstvene storitve v turizmu. Zaradi specifičnega sistema zdravstvenega zavarovanja in visokih cen zdravstvenih storitev v ZDA, se Američani najpogosteje med vsemi narodi in v največjem številu odločajo za zdravstvene storitve v turizmu. Raziskave kažejo, da se bo do leta 2017 število Američanov, ki iščejo omenjene storitve v tujini, povzpelo kar na 23 milijonov pacientov, ki bodo za to skupno porabili 80 milijard USD letno. Ameriški potrošniki se za zdravstvene storitve v turizmu odločajo na osnovi različnih informacij. Nekatere pridobijo tudi s pomočjo interneta in spletnih strani namenjenih zdravstvenim storitvam v turizmu. V referatu, ki je nastal na osnovi raziskave na ameriškem tržišču, so predstavljeni najpomembnejši dejavniki, ki vplivajo na ameriške potrošnike pri njihovi odločitvi za izbiro spletne

strani, kadar iščejo informacije v povezavi z zdravjem in najpogosteje obiskane spletnne strani z vsebinou zdravstvenih storitev v turizmu.

Ključne besede: zdravstvene storitve v turizmu, analiza dejavnikov, spletnne strani

Analysis of Factors Affecting American Consumer's Choice of Website on Medical Tourism

Abstract

Medical tourism is the fastest growing branch of tourism industry. Due to the specific health insurance system and high cost of health care in the USA, the country ranks first in the number of patients travelling abroad for medical services. Research estimates that by 2017, as many as 23 million Americans would seek health care abroad, thus spending a total of \$80 billion per year. American consumers' decision for medical travel is based on a variety of information, some of which are obtained on the Internet and medical tourism websites. The article, which is based on an American market research, presents the key factors affecting American consumers' choice of website when seeking health care information and the most frequently visited websites on medical tourism.

Key words: medical tourism, analysis of factors, websites



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Analiza ovir pri vzpostavljanju učinkovitih oblik združevanja in povezovanja slovenskih stomatologov za skupni nastop na globalnem trgu

Povzetek

Turizem je najhitreje rastoči del globalnega gospodarstva in ima velik vpliv na okolje. Turistično gospodarstvo je že od nekdaj veljalo za dejavnost, ki močno negativno obremenjuje okolje. Vključevanje trajnostnega razvoja v turizem je zato izjemnega pomena. Vključevanje podpira tudi Strategija razvoja Slovenije s svojimi prioritetami in težišči, med katerimi je tudi povezovanje ukrepov za doseganje trajnostnega razvoja. Referat je nastal na osnovi obširne raziskave, posvečene analizi ovir pri vzpostavljanju učinkovitih oblik združevanja in povezovanja slovenskih stomatologov, v okviru stomatoloških storitev v turizmu, z namenom povezovanja ukrepov za doseganje trajnostnega razvoja v turizmu. Raziskava je pokazala, da dobrih 83 % anketiranih slovenskih stomatologov ni pripravljeno na medsebojno združevanje in povezovanje na področju stomatoloških storitev v turizmu, z namenom doseganja trajnostnega razvoja. Najbolj pomemben razlog po njihovem mnenju je ne vedenje, kaj bi s tem pridobili. Pomemben razlog za nepripravljenost na medsebojno združevanje in povezovanje je tudi želja delati sam in finančni razlogi. Po raziskavi dobrih 15 % anketiranih slovenskih stomatologov, ki je pripravljenih na medsebojno združevanje in povezovanje, ocenjuje kot najpomembnejši razlog za to pripravljenost skupno nabavo aparatov, pripomočkov in materialov. Zmanjšanje stroškov zaradi delitve skupnih stroškov in boljša izkoriščenost časa stomatologov pa se jim zdita pomembna razloga v prid pripravljenosti na medsebojno združevanje in povezovanje.

Ključne besede: stomatološke storitve v turizmu, analiza ovir

Analysis of Obstacles to Effective Grouping and Merging of Slovenian Dentists for Joint Provision of Services on Global Market

Abstract

Tourism is the fastest growing global economy sector, which has a great impact on the environment. Tourist economy has always been considered an activity with highly negative environmental implications. Integrating the concept of sustainable development into tourism is thus extremely important, and is also supported by Slovenia's Development Strategy, which includes the joining of efforts for sustainability among its priorities and aims. The article is based on extensive research comprising an analysis of the obstacles to effective grouping and merging of Slovenian dentists in the context of dental tourism to join efforts for sustainability in tourism. The research revealed that a good 83% of the Slovenian dentists interviewed were not inclined towards mergers and groupings in dental tourism for the purpose of sustainability, primarily because they saw no benefits for themselves. Other important reasons for the unpreparedness to group or merge were the wish to work on one's own and financial reasons. According to the research, the good 15% of the interviewees who were willing to group and merge with other dentists indicated joint purchasing of appliances, instruments and materials as the main reason for their inclination. Moreover, cost efficiency due to cost sharing and increased time efficiency were pointed out as two important reasons in favour of dentists' grouping and merging.

Key words: dental tourism, analysis of obstacles



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Raziskava trga za Slow Food ponudbo – primer Hotela Paka

Povzetek

V članku so predstavljeni izsledki raziskave, katere namen je bil preučiti vpeljavo nove gostinske ponudbe Slow Food v Hotel Paka. Slow Food zagovarja zdravo prehrano, avtohtone jedi, stare pozabljene jedi prilagojene današnjim prehrambenim smernicam in zelo pomembno – harmonijo hrane in vina. Raziskava je bila izvedena v septembru 2008 med gosti in naključnimi obiskovalci hotela. Rezultati so pokazali, da si anketirani želijo Slow Food ponudbo, da na izbiro cene menija spol, starost in izobrazba ne vplivajo in, da so se anketirani pri ponudbi menija s 5, 6 in 8 hodi najpogosteje odločali za najnižjo in najvišjo ponujeno ceno. Največ anketiranih bi se dogodka udeležilo večkrat letno, pogosteje bi prišli mlajši anketirani. Najprimernejši termin za pripravo ponudbe je konec tedna. Za udeležbo takšnega dogodka so se pripravljeni pripeljati več kot 20 km. Se je pa pokazalo, da so tisti anketirani, ki se bi dogodka večkrat udeležiti, pripravljeni za to opraviti večjo razdaljo. Ugotovljeno je bilo, da je najprimernejši način obveščanja e-pošta. Ženskam je hrana pomembnejša kot moškim, medtem, ko v pomenu vina razlike ni zaznati. V zaključku je predstavljen model uvedbe na podlagi trženjskega spletka.

Ključne besede: trženje, slow food, raziskava trga, gostinska ponudba

Market research for initiation of slow food to the Hotel Paka

Abstract

The article introduces the results of the research, which has been involved to make a study on the introduction of a new offer in the accommodation and food service activities of Paka Hotel. The "Slow Food" defends healthy food, autochthon and long ago lost old dishes accommodated to today's nutrition guidelines, and yet what most attention should be paid to – the

harmony of food and wine. The research was carried out in September 2008 and it involved guests and randomised visitors to the hotel. Indeed, the figures of the research pointed out a guest requirement of the "Slow Food" service, the gender, age and education were found of having no influence on the selection of menus, of which those of 5, 6 and 8 courses were mostly chosen either at the lowest or the highest price. The majority of the research respondents would take part in such an event several times a year. The younger were prevailing in their decision-making. The most suitable period of time for the event to take place was considered to be the end of the week. Up to 20-km distance would not mean any difficulty to get to the place. The research clearly unveiled that those respondents who had already had few experience in dining slow-food, would have overcome even longer distance. The e-mail was considered to be the most effective way of informing the guests. Women find the food to be of a greater importance than men, regarding wines no significant difference was spotted. The conclusion introduces the model of introduction based on the marketing web sites.

Key words: marketing, slow food, market research, accommodation and food service



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Competitiveness of Croatian economy: state and prospects

Abstract

The paper examines the competitiveness of the theoretical and applicative aspects taking into consideration the actual situation in the Croatian economy and that of the environment. In this sense, competitiveness is

seen from the macro (country) and micro level (enterprise), using the so-called 'pyramid of competitiveness' as a fundamental framework for structured analysis of competitiveness. The emphasis is on the importance of market success of business entities (companies) to increase national competitiveness. Analysis of competitiveness of Croatian economy is made according to data from the Annual Report of the National Competitiveness Council. Used as indicators of competitiveness are: The World Competitiveness Index by International Institute for Management Development (IMD) and the Global Competitiveness Index by World Economic Forum (WEF). The results show that the Croatian economy is highly sensitive to environmental instability, manifested by weakness, such as: excessive foreign debt, an unfavorable investment climate, mismanagement of state property and extremely low competitiveness of Croatian products on the world market.

Key words: competitiveness, economy, management, crisis, the Republic of Croatia



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Razkorak med pričakovano in zaznano kakovostjo storitev v turizmu – vpliv organizacijske kulture na kakovost storitev v turizmu

Povzetek

Pričujoči članek je nastal po mnogih seminarjih, ki smo jih v nedavni preteklosti vodili v različnih poslovnih sistemih v turistični dejavnosti, povsod smo se spopadali z razkorakom med pričakovano kakovostjo storitev in zaznano kakovostjo in ta razkorak je bil žal zelo velik. Naša hipoteza se je povsod glasila: prav gotovo nimajo jasno opredeljenih pravil in navodil za obvladovanje kakovosti storitev. Žal se hipoteza nikjer ni

potrdila, saj so vsi poslovni sistemi, s katerimi sem sodelovala, imeli zelo skrbno pripravljena ter napisna pravila in standarde kakovosti. V praksi pa je bilo mogoče ugotoviti tudi, ko smo se pojavili v poslovнем sistemu kot skriti gostje v vseh mogočih situacijah, da zaposleni nimajo ali ne poznaajo navodil in standardov za obvladovanje kakovosti v turizmu. Tako smo se morali žal pridružiti mnemuju številnih nezadovoljnih gostov, da se pričakovanja ne skladajo z zaznano storitvijo. V čem je torej problem? Razloge za omenjeni razkorak smo poiskali še v morebitnem vplivu organizacijske kulture na obvladovanje kakovosti v turizmu. Raziskava je pokazala in potrdila predpostavko, da organizacijska kultura usodno vpliva na obvladovanje standardov kakovosti v turizmu. Odprla se je tudi zanimiva diskusija, da je morda v praksi premalo prisotno znanje, kako s pomočjo razvoja ustrezne organizacijske kulture premostiti razkorak med pričakovano in zaznano kakovostjo storitev v turističnih poslovnih sistemih.

Ključne besede: turizem, kakovost, obvladovanje, kultura, pričakovana kakovost, zaznana kakovost

The gap between the expected service quality and the observed one in tourism – the organisational culture and the quality standards management in tourism

Abstract

The article is based on numerous seminars which we have been running in the most recent past in various tourist systems. Everywhere we were facing the same issue of a rather profound gap between the expected service quality and the observed one. We started with the assumption that very likely the rules had not been clearly defined same as the instructions for quality control. I am afraid my assumption was not confirmed as all the business systems I have been in touch with, had a very carefully developed and written rules on quality standards. In practice, on the contrary, we noticed - while participating in the business system as hidden guests (observers) in all possible situations – the employees appeared not to have been acquainted with the rules and standards for quality control in tourism at all. So, regrettably we had to agree with the opinion of numerous

unsatisfied guests, complaining about the observed service not meeting the expected one. So, what was the issue here? We have been looking for the reasons of this gap origin in potential influence of the organisational culture on quality control in tourism. As the research showed our assumption was the right one: the organisational culture has a crucial influence on the quality standards management in tourism. A very interesting discussion followed exposing the assumption that there has not been enough knowledge (know how) in practice on how to overcome the gap between the expected and the observed service quality by developing an adequate organisational culture in tourist business systems.

Key words: tourism, quality, management, culture, expected service, observed service



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Družbena odgovornost v relaciji do trajnostnega razvoja turizma, smer razvoja za destinacijo Maribor s širšo okolico

Povzetek

Prebivalci širom sveta smo že nekaj časa soočeni z dejstvom, da smo za nenavadne podnebne spremembe krivi prav mi sami s svojim neodgovornim vedenjem in ravnanjem do narave in okolja. Zato se danes uspešne destinacije poslužujejo koncepta razvoja odgovornega trajnostno naravnega turizma, ki vanj vključuje vse deležnike v destinaciji. Turizem v destinaciji Maribor s širšo okolico ima dobre razvojne priložnosti ter območja posebnega pomena, saj je turizem umeščen v prostor v obliki mikro con kot zaokrožena turistična območja, katerim je potrebno nameniti več pozornosti ter omogočiti enakomeren trajnostni razvoj, kakor tudi nadgraditi in celovito oblikovati ponudbo vsake cone. Glede na svetovne

trende razvoja uspešnih destinacij, je koncept trajnostnega razvoja turizma s poudarkom na družbeni odgovornosti, kakor tudi področje izzivov ter smernice nadaljnjega razvoja, prava pot razvoja turizma v destinaciji Maribor s širšo okolico. Prispevek obravnava dve pomembni področji, ki sta tesno povezani med seboj in sta osnova za oblikovanje nadalnjih smernic razvoja destinacije.

Ključne besede: družbena odgovornost, trajnostni razvoj turizma, odgovorno trajnostno gospodarjenje, razvojne priložnosti, izzivi in smernice, Maribor s širšo okolico

Social responsibility in relation to sustainable tourism development, the trend for destination Maribor with the wider area

Abstract

For quite some time now, the population throughout the world has been faced with the fact that we alone, with our irresponsible actions and attitude toward nature and the environment, are to blame for the unusual climate change. Therefore, successful destinations have began to take advantage of the concept of development of a responsible and sustainable tourism, involving all players at a certain location. Tourism in Maribor and its wider surroundings has great development potentials as well as areas of particular importance, since tourism is established in the form of micro zones as delineated tourist sites which indeed deserve more attention from our side and where balanced sustainable development needs to be promoted, together with an upgraded and integral design of offer in each of these zones. Considering global trends in development of successful tourist destinations, the concept of sustainable development of tourism with emphasis on social responsibility and the challenges and guidelines for further development are certainly the right direction of tourist development in the wider area of Maribor. The contribution deals with two important areas, which are closely interconnected because they are the fundamental basis for the development of these destination.

Key words: social responsibility, sustainable development, opportunities, challenges and guidelines for destination Maribor with the wider area



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Predstavitev projekta: »Vse teče v tri krasne«

Povzetek

Zasavje je bilo dolga leta rudarska in industrijska regija, zato je večina o turizmu zgolj razmišljala, medtem ko večjih premikov in kakovostnih rezultatov ni bilo. Danes je situacija drugačna, saj na rudarjenje in industrijo kot primarno gospodarsko panogo ostajajo le še bolj ali manj lepi spomini. Turizem se v zadnjih letih kaže kot perspektivna panoga, zato so v okviru projekta »Natura 2000 – turistične zanimivosti Zasavja« nastalali: blagovna znamka V 3 krasne, strateški dokument za področje razvoja turizma in prvi celostni vodnik po zasavski regiji. Na podlagi izčrpne analize, raziskave na terenu, upoštevanjem trendov v ključnih segmentih turističnega razvoja (podeželski turizem, eko-turizem, kulturni turizem, prireditveni turizem) in specifik regije smo v projektu »Vse teče v tri krasne« celostno pristopili k razvoju turizma v Zasavju: od trženja, oblikovanja novih produktov, izobraževanja, krepitev blagovne znamke, vzpostavitev nove turistične organizacije do strokovnih študij in analiz. V svojem prispevku bom tako predstavil model »grajenja nove turistične destinacije« od postavitve temeljev do konkretnih rezultatov in načrtov z natančno strateško vizijo razvoja turizma v Zasavju v prihodnosti.

Ključne besede: eko-turizem, izobraževanje, kulturni turizem, razvoj turizma, regionalni razvoj, trženje turizma, v 3 krasne, Zasavje

The presentation of the project: »Everything goes into three beautiful valleys«

Abstract

Zasavje region was based on mining and industrial branches in the past so people were only thinking about tourism but region was not successful in tourism development. Today we have different situation because mining and industrial branches are, in many cases, only memory of the past. That's why tourism is one of the big opportunities to keep Zasavje region alive so we created project »Natura 2000 – tourist attractions of Zasavje«. We created first guide through Zasavje region, strategy for tourism development and trademark »in three beautiful valleys«. Based on comprehensive analysis, field research, trends in cultural, eco-tourism, rural tourism and event tourism and specifics of the region we created project »all runs in three beautiful valleys«. Project is very integrated and includes marketing in tourism, new tourist products, education, destination branding, establishing new tourist organization, studies and analysis of tourism in Zasavje region. I will present model of »building new tourist destination« - from beginning to results, plans and strategic vision of developing tourism in Zasavje region.

Key words: cultural tourism, eco-tourism, education, marketing in tourism, regional development, tourism development, three beautiful valleys, Zasavje region



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Pomen vključevanja naravne in kulturne dediščine v celovito turistično ponudbo v občini Dornava

Povzetek

Članek obravnava trajnostni turizem in njegove razvojne perspektive v majhni občini Dornava. V uvodu predstavi sodobna teoretična izhodišča in pomembnejše mejnike razvoja trajnostnega turizma, instrumente trajnostnega turizma, indikatorje trajnostnega turizma in trende na tem področju vključno s primeri dobre prakse. V nadaljevanju obravnava pomen in potenciale razvoja trajnostnega turizma v novonastalih občinah in na podeželju. Obravnava pomen celovite in raznolike turistične ponudbe občin z vključitvijo naravne in kulturne dediščine. V nadaljevanju raziskuje ključne dejavnike razvoja trajnostnega turizma in neizkoriščene potenciale v občini Dornava. Posebno pozornost posveča baročnemu dvorcu Dornava in proučevanju povezanih vsebin naravne in kulturne dediščine. Rezultati raziskave potrjujejo, da so turistični potenciali v občini Dornava neizkoriščeni, kar predstavlja dobro osnovo za razvoj turizma in prepoznavnost Dornave kot turistične destinacije. V zaključku poda predloge za delovanje v prihodnosti, ki so osredotočeni na prepoznavnost Dornave kot centra Lükarije, razvoj turizma na podeželju in vključitev naravne in kulturne dediščine v celovito turistično ponudbo.

Ključne besede: turizem, trajnostni turizem, lokalno prebivalstvo, turistična destinacija, naravne znamenitosti, kulturna dediščina, občina Dornava.

The importance of integrating natural and cultural heritage into the holistic tourist offer in the municipality of Dornava

Abstract

The paper deals with sustainable tourism and its development prospects in the small municipality Dornava. Firstly there is an introduction of contemporary theoretical starting-points related to significant milestones of sustainable development, sustainable tourism, instruments of sustainable tourism, indicators of sustainable tourism and trends in this area including examples of good practice. Furthermore, the attention is paid on the importance and potential of sustainable tourism development in new municipalities and in the countryside. Moreover, it deals with importance of holistic and diverse tourist offer of municipalities including natural and cultural heritage. Additionally, it researches the key development factors of sustainable tourism and unexploited tourist potentials in the Dornava municipality. It gives special attention to the baroque mansion Dornava and it follows with exploration related content of natural and cultural heritage. The research results confirm the unexploited tourist potentials in the Dornava municipality, which could be the initial basis for the tourism development and recognition of Dornava as a tourist destination. In conclusion, the paper offers some suggestions for further activities concentrated on the recognition of Dornava as a Lükarija centre, tourism development in the countryside and the incorporation of natural and cultural heritage in the holistic tourist offer.

Key words: tourism, sustainable tourism, local population, tourist destination, natural heritage, cultural heritage, municipality Dornava.

Znanstveno-raziskovalno delo je za vsako izobraževalno ustanovo izrednega pomena, kar še posebej velja za mlado fakulteto kot je Fakulteta za komercialne in poslovne vede. Znanstveno raziskovanje ne sme biti samo sebi namen. Njegova vrednost se poveča, če se izsledki predstavijo javnosti, za kar je mednarodna znanstvena konferenca odlična priložnost. Na Fakulteti za komercialne in poslovne vede verjamemo, da predstavlja druga mednarodna znanstvena konferenca z naslovom Znanje in poslovni izzivi globalizacije v letu 2010 pomemben člen pri povezovanju s širšim okoljem, tako gospodarstva kot tudi negospodarstva, in raziskovalci z različnih področij.

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

Drugo mednarodno znanstveno konferenco Znanje in poslovni izzivi globalizacije v letu 2010 so omogočili:

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