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University of Business Academy
Novi Sad, Serbia**

**2nd International Conference
APPLICATION OF NEW TECHNOLOGIES
IN MANAGEMENT**

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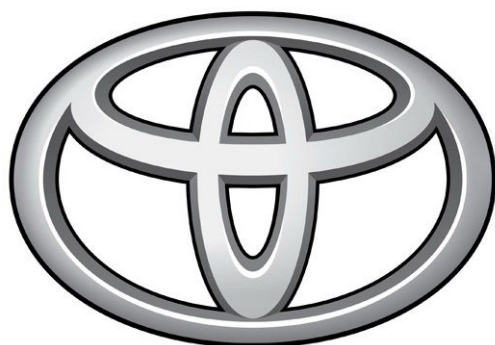
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P R E F A C E

The subject of Second International ANTIM 2010 is „New concepts and technologies in the economy and management“. Problematics which is processing on this Conference is meaningful and suites the time spirit and current new on global, national, but also on corporate levels. It confirms the great number of articles and authors from the country and abroad which applied and took participation on this scientific gathering. It is shown that concepts, techniques and technologies have dominant influence on the general social and economic development of every country, even on the global level. Accordingly, there is a need for this problematics to be scientifically shaped, and to respond on new challenges showing in the world of business, and also in other areas.

Detailed analysis and researches show that men from its beginning up until now have two essential goals: (1) to provide own survival, i.e. longer duration of life and (2) to live that life with more quality as possible. Besides renewing the biological kind, these are the basic purposes of every live being, even the animals. Men, as reasonable and conscious live being, executes their own purposes in a way that first he (she) designs, what to and how to do, and afterwards approaches to realization, and animals are functioning on the embedded genetic code principle.

In the mentioned context, men as individuals, but also an organizations, personal and business goals may be achieved on various ways, i.e. by implementation of different concepts and technologies. However, everyone of them has own specific features, differing from others, what makes multitude of approaches which can be implemented in various systems, on various places and various times, i.e. life and work conditions. Concepts and technologies especially express own specific features in spheres of economy and management. This comes from a reason that economic dimension is definite in every organization, and achievement of economic goals is in high level of correlation with appropriate concepts and technologies in economies and scientific management implementation. It turns out that the basic goal of profession management is to achieve corporate economic effect, i.e. growth and company development and satisfaction of direct/indirect stakeholders interests and to use in the mentioned purpose the concepts and techniques which can reject the greatest effect, i.e. profitability.

Detailed researches and analysis show that the basic, or one of the basic problems in contemporary business is implementation of classic concepts, techniques and technologies, i.e. the concepts occurred in the classic faoylistic-tayloristic and webber organization. Foundation of the classic concept is America, and basic signature of this approach is given by american and french engineers. These concepts are intensively applied during the half of the last century with generally known characteristics, based on determinism, hierarchy, autocratic managements style, detailed control and giving priority to natural, i.e. material resources. In other words, industrial economy has been established on mass and quantification concept. It was assessed that increased, economically feasible, brought to mass production, as basic type, and afterwards mass consumption, i.e. mass turnover.

Methods and optimization techniques of three process elements (production, turnover and consumption) are searched in the given circumstances, what makes the development of the quantitative techniques, i.e. operational researches which should optimize the solutions and execute adequate resources distribution in the organization. Essential problem is to find appropriate pattern and to project appropriate organizational model, and in later development even the execution of fast restructuring and companies transformation from one to another organizational forms.

This concept is present nowadays in large number of business and other organizations, what is obvious from their managers way of work. However, from the analysis of teaching plans analysis and programs of high business schools on which the future managers are being educated is visible that in the same ones classical science and classic organizational and management problems approach are prevailing. Therefore it can be stated that America nowadays educates the experts from economy and management for past, and not for the future.

The concepts of classic theoreticians and practitioners in the economy, management, organization and other areas have given satisfying results in certain time period, because the mankind owes great appreciation to its creators. However, it is shown that classic concepts, techniques and technologies are not giving satisfying results and it is necessary to process with their reengineering, i.e. radical and fundamental change.

Mentioned request is natural, it shows that with old concepts and techniques contemporary problems can not be solved, as present knowledge and technologies can not solve the future problems too. Old national wisdom says that „every time period has its own burden“ and it showed as a applicable and useful. All current researches show that business, but also other organizations, and other countries enter in great problems, when intend to solve the current problems with old, i.e. concepts, politics and strategies which gave certain effect in the past. More absurd situation is the one in which national and corporate leaders want to exit the crisis with

the same concept as the one that entered the crisis too. To make it possible, organization, i.e. countries never would come to the crisis state, and even if entered the crisis, there would be no problems, because it could be exited relatively easy and with no bigger problems. In the mentioned context should have in mind the technological development which achieved menaniful inclination, what is result of introduction of innovations and creations in all life and work segments. It shows that technology is more developed in the last few decades, than in the whole human and civilization`s existence. However, precised researches show that the new technologies, including informatics and robotics mainly are applicable in product manufacturing sectors, i.e. in technical sciences which are mainly responsible for rising in scientifically technical progress.

Implementation of new, especially the informatics technologies to economic science and in the management sphere, especially in the strategic management has missed. Turning attention on this problem is necessary, in order to realize that implementation of new, i.e. informatics technologies on lower level and mid-management does not create chances for creating strategic advantages compering the competition, but is only possible on top management level. This International Conference, has a goal to point at this problem and to integrate new concepts in organization in management with new, primarily informatic technologies and in that way to achieve synergetic effect, which can not be derived from summary of partial effects.

Meaning of International Conference on the subject: „New concepts and technologies in economy and management implementation“, is emphasizing the „implementation“. It is shown that good ideas, concepts and techniques might be given, but the greatest problem is in their implementation.

The importance is even greater, when known that there is no representative scientiic gatherings on which can be appointed to the need of joint assessment and analyzing concepts, approaches and business philosophies on one side, and technology, which are much wider than the classical notioning, i.e. from the means for work, tools and instruments. This integration is necessary, if wanting to achieve efficient and effective answers on new problems and challenges, appearing mostly in the economic and management sphere.

Second International Conference ANTIM 2010 is especially significant for Serbia which is found in very hard and complex social, politica, economical and moral crisis. Implementation of certain concepts, solutions and techniques which are presented on this Conference or Collection, might be useful for business persons which are proceeding with the management issues in various structures, heading to increase the economic success.

Articles exposed on ANTIM 2010 can be useful to scientific and other institutions in shaping their scientific attitudes and views, when the new concepts and technologies and their implementation in the sphere of economy and management are in question. Concerning the above mentioned should have in mind the thought of the great businessman Harold Geneen: „*Unchanged business law is that words are words, explanations – only explanations, and promises are promises. Reality is only the actions*“. That is why we are starting, because even the longest roads start with the first step.

Welcome to 2nd International Conference

Application of New Technologies in Management ANTiM 2010 in Tara, Serbia.

Tara, April 2010

CHAIRMAN OF SCIENTIFIC COMMITTEE


Prof. dr Života Radosavljević

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APPLICATION OF NEW CONCEPTS AND TECHNOLOGY IN ECONOMICS AND MANAGEMENT

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***Summary:** Modern economy and society operate in conditions of high turbulence. It can be seen simply by observing phenomena in the natural and social order. Time as the atmospheric phenomenon has become a variable, so that in one day can happen too large fluctuations in temperature and other weather phenomena. Oscillations manifest negative impacts on the environment, for which biology, zoology and medicine with other sciences seek to modify the living beings and make them resistant to atmospheric phenomena and differences. On the other hand, time as space has become increasingly scarce resource and as such becomes a limiting factor for certain acts, or omissions. It is now time not measured in seconds, as it was in the past, even tens and hundredths, but nano-seconds. In a word, revolutionary changes have become an integral part of life and work, as individuals, and organizations.*

On the new situation, it is necessary to react in an appropriate manner, especially when it comes to governing elites. Certainly, concepts, techniques and technology operations that were applied in the past, today are not acceptable, because it shows that every time the situation corresponding to the other and different techniques and concepts. Economic science and profession of management are areas that are not affected by a radical and fundamental change, or rather the changes that have occurred in these segments have been far more modest than in other areas of the economy and society. The statement refers to a longer period of time, including several decades, so it is still used antiquated and outdated concepts and techniques. Epilogue above is known. It's inefficient economy and society on a global and national levels, which often turns into a crisis situation. Certainly a great economic crisis 2009. is the result of application outdated concepts and technologies, primarily in corporate management. The paper aims to highlight the need for abandoning classical and obsolete concepts, techniques and technologies in economics and management and the necessity of introducing new, or those approaches and techniques that fit the spirit of the times. The paper will point to the necessity of eliminating ideologization and the politicization and the need to introduce professionalism in management of Serbia.

Key words: concepts, technology, crisis management, the economic crisis.

1. WAYS OF INCREASE CORPORATE PERFORMANCE

About effectiveness is written a lot, that is natural, because it is about one of the most important phenomena in the life of everyone, but also organizations, state, and when it comes to the global level. A key problem when it comes to the performance problem is how to become and remain successful in business and life in general. In above should have in mind that there are not universal ways of performance, nor are they possible. Every society and every organization finds corporate strategy which seeks to achieve adequate effectiveness. However, strategies, or concepts that are in a situation, gives satisfactory, or above-average results can be in another environment, or situation to provide a completely opposite effects. Therefore the selection of appropriate strategies, respectively the concept of a key issue in any management process.

In the context of discussions on ways to increase effectiveness it is necessary to change the definition of technology. In managerial terms, the expression technologies should include not only physical objects, tools, instruments, machinery, information technology, but the concepts that apply to the conscious action of everyone, respectively organizational systems. In management, or the management process and making management decisions used: holistic system technology, operational research, creative creativity techniques, total quality, benchmarking, techniques of teamwork, re-engineering, and others. The above techniques in modern conditions combined with informatics, which increases the control effect. In this way, the mentioned techniques makes objective and scientific point of view acceptable, because they have their own, determinants, algorithms, and the legality of operation.

Bearing in mind, new concepts impose need for the elimination of obsolete and unacceptable and for modern conditions of access, especially when it comes to organizational effectiveness. This is an extremely difficult job, because shows that the quitting-rooted habits and concepts, much harder work, but acception of new, as it is forgetting a lot more complicated work of memory. On the other hand, it should be noted that the application of new concepts and technologies in economics and management is not a goal, but it is a tool for more efficient and effective, and successful achievement of defined business objectives

Regardless of the difference ways of achieving success, basically there are two basic concepts to increase performance (*Prof. dr. Vojislav Vučenović, talks about the seven ways (concepts) of success. However, these are basic concepts that can still be decompose*) as follows: (1) the elimination or marginalization of what proved to be unsuccessful, or not sufficiently effective, and (2) and the successful introduction of new concepts and technologies. In practice, it usually happens that the two methods, or concepts are combined, that is parallel to eliminate outdated and poor quality, and introduce new concepts. To what extent is represented one, and which other way, is irrelevant question.

Bearing in mind, the following will indicate on the overcome current concepts in three areas, namely: (1) in the system of business education, (2) in the economy and (3) management. All analyzed fields are in subsequent causal connections and relationships. The analysis is based on the example of the United States. Bearing in mind that the U.S. practice under the principle of succession accepted from other countries, we can state that demonstrated weaknesses in the concepts of this country, more or less meaning in other developed market countries.

1.1. The necessity of leaving the traditional concept of business education in the U.S.

The high level of correlation that exists between the level of education and company's effectiveness is evident and undeniable. As the population of a country less education, it will help the social and economic development will be slower, lower social standards, and lower levels of democracy. And vice versa. The greatest burden of crisis lies the poorest strata of the population. It can be seen relatively good comparative analysis of highly developed and poor countries. It turns out that today is the highest standard of living in highly developed countries and that in these countries the highest level of democracy, measured primarily economic freedoms. Accordingly, if you want long life and health, and higher standards and greater democracy, it is necessary to devote more attention to the system of education.

Analysis and research shows that the greatest impact on business performance management has, which is why education of future managers paid special attention. It is known that the first professionalization of management created in the U.S. by opening the first high-ranking business schools (high business Scholl). . Sixties years of last century more than half of company managers in the United States had completed high school business. According to I. Šeparevića: "The 1965. in high school in the U.S. educational system was close to 700 business schools and universities for the training of business administrator. The assessment was that in those schools, seventies, studied about 600 thousand people. After finding prof. Vespera from the University of Washington, in the late eighties of the last century, about 160 universities, organized instruction in business and entrepreneurship, as opposed to the 16 as there were 1970. According to the American press, the late eighties it was concluded that the high Harvard Business School educates a new generation of business leaders. Almost two-thirds of all students attended lectures on entrepreneurship and management. Mid-seventies, 80% of freshmen at Harvard said they would one day have his own company and manage it personally [1]. Later they adopted this practice and other higher education business school market in developed countries, including China, which opened a typical western European school, called the Chinese Harvard Business Scholl. In this school are trained professionals who promised. The lecturers were professors from the U.S., while the last semester students ended in the U.S..

From the above we can conclude that one of the reasons for the economic prosperity of the United States should be sought in the professionalization of the managerial elite and the creation of conditions for development of many institutions that could be in function of American management. This primarily refers to

the establishment of numerous agencies, the introduction of consultants, agents and other professions that generalized individual experience and as such gave competent solutions in the business.

The paradox is that after more than 100 years, conclude that the great economic crisis 2009 took place in the country with the highest traditions of management in the world and the country where there is the largest number of Nobel Prize winners in Economics, but also other sciences. The crisis occurred before the eyes of the world of the most education management in the field of economics, finance, banking, insurance and real estate, and the most renowned and most expensive universities in the world. One of possible reason is the absence of fundamental education and too much reliance on the insights of classical economics and management in which dominated technology, procedures, formulas and determinants. This problem has existed for several years. It turns out that the economy, as the study of spending limited resources and management as a science that should limited resources, maximize their effect, too complex, that could be dealt with traditional concepts that existed in the last century.

On the high school business studies or economics and management have created and still creates managers to manage in the normal course of business. The entire infrastructure has been adapted to the conditions of small and incremental change, in which the operation of the principle of "step by step" dominated, and with it the management. In other words, the management in these circumstances meant a peaceful environment and a small uncertainty.

But, today the situation is significantly different. On the business scene in recent years have taken place radical and fundamental, it can be said of the revolutionary changes. One took place in the natural order, but in the sphere of economy and society. For the turbulent business conditions need some other knowledge, skills and abilities, relative to normal conditions, are reflected in finding practical solutions that can be done quickly and with the improvisational skills of specific solutions. Practice shows that successful generals in peace, often become unsuccessful, and the tragedian war conditions, and vice versa. So, today, especially in the future, the turbulence will become an integral part of life and work, a normal situation would be an exception to the decision-making process will not be taken into account. In other words, the standard variables that move within the limits of tolerance are essential for decision-making, only those variables which "appear" beyond tolerance ".

Accordingly, it can be concluded that the changes that have happened in the sphere of business, were not accompanied by changes in the field of education, or professional training of future managers to act in the crisis business conditions. It is also not shown a need for so-called education. Volatile or crisis management. In fact, future managers have to train to manage in normal operating conditions, and given that the normal conditions were less, they applied what they knew and what they learned in high school business. However, the knowledge, skills and abilities of American students who gained high business schools were outdated and inadequate, which produced poor results because they are usually given to correct answers to wrong questions. Thus, U.S. business education has not followed the dynamics of changes that have happened in the economy and society, which has led to inefficient economy, and crisis as a logical outcome. In other words, the American system of education of future managers is conceptually outdated and as such was the creator of the crisis situation.

From the above it can be concluded. As long as American business schools do not change radically, the society will be convinced that the effect of MBA (Master in business administration) serves their selfish interests, or collect high fees from students. Since the changes not happen, or is not going by satisfactory pace, despite the MBA is noticed everywhere, and the campaign against MBA lead the prestigious American newspapers. That is a famous American newspaper New York Times, 3 March 2009. published several articles on the adverse MBA. The authors of the letters stated undisputed fact that students of art, art history, literature, philosophy, develop their critical thinking and attitudes, and moral understand why they coordinate their activities with changes in the environment. Business schools do not develop these skills, but make deterministic experts, which prescribes ways to react in certain situations. Business schools are not interested in what happens in companies. They are engaged in theoretical idle gossip and elaboration of models that do not perform diagnosis and resolution of problems, but "the same pushed under the carpet. We have come to a large number of people who believe that business schools are detrimental to society, turned to their interests, unethical. Because they are part of the problem rather than solutions.

More precise analysis education curriculum business high school programs, shows that the same is dominated by classical economics and classical management, which does not match the needs of the modern American economy. A partial listing of some fact findings confirm the front [2].

- Number of teachers who deal with quantitative methods and techniques far exceeds those who emphasize the qualitative techniques and indicative approach, which reflects the determinism, as a fundamental characteristic of classical management. Management problems are seen from quantitative side, and as such they were incomplete, so that they could not solve quality, which produced the failure, with numerous implications on the corporate, and national levels.

- Business schools ignore business ethics, because it was not topic surveys traditional academic disciplines that have studied in business schools. The epilogue of this condition is known, but it's too big degradation all areas of life and the marginalization of business ethics and corporate social responsibility. This is certainly the rest of understanding of American Nobel Prize winner M. Friedman is solely responsible corporate management stakeholders and outside of this, has no other responsibilities. It is clear that in modern conditions, corporate management must be responsible for the environment in which it operates, because in that way ensures sustainable development, that is a new value system which promotes the European Union.
- Leadership courses taught in business schools are problematic and as such is weak. Case studies are often used for the acquisition of practice, but the problem is the same design in line with what we want to confirm, rather than what is actually happening in the business sphere.
- People simply do not believe business schools, because they are more oriented to how and how much money you make for yourself, rather than what quality experts create a future MBA. In order to reduce distrust, business schools have more attention paid to principles, ethics and special attention to detail as key elements of leadership.

From the above we can conclude that the high business school 100 years ago showed a high level of science in professional training control in terms of knowledge, skills and ability to efficiently and effectively manage corporate systems. America's high business schools are little changed, and the changes are cosmetic. Instead of fundamental science and research, the primary place are given techniques, which can give results in the short term, but appear ineffective in the long period of time. Analysis of the MBA program at Harvard University in the U.S., France's INSEAD and Bled business school in Slovenia show that the focus is on scientific research and academic work. In this plans and program, and other business schools emphasis is given to the learning of practical techniques, technologies and concepts in management, finance, analytical thinking, human resources, organizations, companies, strategies, marketing and case study. The problem became complex, because students of business schools listed experts of various specialties, such as economists, engineers, doctors, lawyers, chemists, graduate managers and others who are not on the undergraduate level of knowledge obtained necessary a for the successful conduct of business [3]. Therefore, the high business school, today one of the generators of business inefficiencies, because future managers taught, but it is a tragedy and now teach, the wrong model of management. Those, therefore, produce managers for the past, not present, and especially not for the future. It is relatively well and showed great economic crisis 2009 in America, where management acted without landmarks and simply say foolish, it is natural if we bear in mind that the management had never found himself in such a chaotic situation.

The need to introduce new concepts in management education

The above listed negative phenomena in the educational system of America, when it comes to the education of business people, especially managers. This is the most important thing, because it shows that a bad diagnosis, leading to erroneous attribution of drugs, which improve the situation instead of "sick body", they lead to an even greater crisis. The recommendations given below are the result of numerous articles that have been presented in prestigious American journals, institutes, and reduced to the following [4]:

- Establish a greater degree of integration of several scientific disciplines, and marginal techniques, procedures and processes that are based on determinism. This did the following business schools: Rotman, Stanford, Yale. It is shown that the teaching of leadership is still at the level of general and that more should prohibit the defense of PhD, masters and other works in this field. Learning leadership should be linked with the details and functional features, not with philosophical theoretical rhetoric.
- Establish teaching teams. Human resources business school are professors before students and experienced managers. After several years of teaching in many business schools, losing the need for learning and contact with the practice and generalization problems, and those lacking a quality solution. Also, partially review and solving problems is present. Solution is teamwork, where professors from "strong" and "minor" discipline develop teaching materials and present in the same classroom. It must become the rule in business education. In these circumstances, would be eliminated the practice in which, a professor of entrepreneurship speak affirmatively in entrepreneurship, and the other as a dark stand of business. This will lead to the introduction of the so-called. holistic system of understanding business problems and their resolution, as well as qualitatively new concepts and technologies in managerial work.
- To encourage high quality research and quality access problems. Teachers from the so-called. social and humanistic fields are in the minority on most business schools, and those who teach: leadership, organizational culture and behavior, values, business ethics, social responsibility, and so on. No more

teachers in these areas, business schools can not educate future managers capable of, but by studying the past that is gone with the Wind.

- Stop forcing money as the primary objective, and profit as the basis of every business, and in particular to abandon the outdated way of measuring performance of managers, who came down to measure the effects as a manager managed company. "Maybe the best score of managers work (CEO) would be one that would be performed after his term, or whether the CEO leaves behind a weak or a strong company. It gilded blaze most successful corporate managers would be those whose companies are able to achieve good results not only during their term, but after them [5], " which should showed to be measured after leaving the company. In particular it insist to stop propaganda how worth is a business school diploma and the promotion of their graduates who have achieved outstanding results. Cynics would said that this is inconsistent with freedom, but it shows that one of the characteristics of each profession to accept certain limitations.
- Introducing Hipokrit oath, and the regulation on the conduct of the school. The practice has the Thunderbird School of Global Management. Its students give Hypocrite oath in the school and they carried oath when their students graduate, that will be assessed as a step in the right direction, given that business ethics is important to implement the ethical standards of business practice.
- Teaching plans and programs in high schools, business and need a radical change instead of the traditional science and technology, introduce modern, or those that match the spirit of the time and complexity of the problems which are solving. For example, instead of rhetoric, or oration, to introduce silence and listening, as well as better skills, because when management speaks then provides information to listeners, and when he gets listening to information, which is a key factor in successful adoption of management decisions. Management of human resource potential must be based on a completely new concept, that concept takes into account the intellectual capital, as the most important resource in organizations. Business ethics and corporate social responsibility are needed primarily in U.S. business schools, because it shows that the U.S. is far behind the concept of corporation social responsibility in relation to the European Union.
- In the high business schools should be introduced a scientific discipline from crisis operations, such as crisis, or seismic management, guerrilla marketing, crisis operations, and so on. It would be a time basis to carry out an ongoing training activities and training in emergency, crisis or business conditions.

The famous American magazine is recommended that managers learn from doctors and lawyers and the profession managers establish institutions, where their chamber monitor ethical professional performance and behavior of its members, to strengthen the ethical side of business and management. This could be done at business schools, the establishment of high professional and ethical committees that could invalidate a diploma for students who violate the regulations and ethical business standards. In these circumstances, earlier high school business could continue to issue diplomas, but could not become members of the association, attend meetings and to use the degree to promote their expertise. So, graduate managers in the above situation could have a diploma, but not the right to work, if they are not members of these associations.

How high education systems of other developed countries dependent on the concepts and practices of American business education can be seen and by that that in Europe there is very little indigenous MBA program now. Similar situation is in Serbia, because there is no, native, Master of Business Administration, which is conducted in English or in Serbian. The Serbian "Harvard Business Scholl" most lecturers are professors or businessmen habitats that have gained business experience working in leading international companies, who know the characteristics of market economy and the socio cultural, religious and customs of the Western European civilization, but no specifics of the Serbian economy and society. So the logical question, why does domestic programs, whether they are needed and would have local teachers, and experts for teaching [6]. Installation, or creating indigenous multi MBA program would benefit Serbia, it would train the future managers for corporate management organizations operating in the Serbian cultural sociological environment. Any mechanical transmission of other people's programs, with experience in general practice and other higher educational institutions, or companies, it is not acceptable, because it shows that "every seed fails on every ground."

Despite these criticisms, research shows that the executive directors (CEO) who have completed high-ranking business schools better and to achieve better performance than those who did not complete these schools. This is particularly showed during, so to say after the completion of the economic crisis. Analysis of the 1109 business performance of executive directors from Germany, Britain, France and the United States showed that 32% of executive directors who have completed high business schools were ranked better by an average of 40 seats, but the CEO who did not finish business school. Even in the troubled, the financial sector during the crisis, CEO with the completed business schools ranked better than those without the completion of

school. This discovery suggests that high business schools have problems to follow contemporary developments and implement adequate solutions, but without them the situation was far worse [7].

1.2. Necessity of abandoning the concept of (classical) rational economy

Second corps problem is related on reconsideration and change of classical concepts of economics and economic development. It is shown that the classical or the industrial economy to in great extent based on the entrenched beliefs and elaborate mechanisms for measuring and evaluating the national economy or corporate effectiveness. These principles operate in the industrial economy for several decades, which is for its continuity, a special value. However, according to what provides the survival and long life century as economic and any other science, and organization, is life with a permanent change. If we look at the history of any science for the past few decades, we will see that their portfolio constantly changing and so they survived. The same situation is in corporate organizations. For example, Ford, and GE, Siemens, Mercedes, AT and T are over 100 years old. However, these companies are now something completely different, since a few decades. They have changed over time, in accordance with the changes that have occurred in the market. If they did not change, they would have experienced the fate of the dinosaurs. So, change is inevitable in order to maintain continuity. If the continuity of values, then the change in condition. In other words, if the person, organization, or science does not change, they die. Therefore, competition in the future means maintaining continuity through the constant creation of new sources of profit " [8].

In economic theory, there are classical, or outdated ideas, which eventually grew into the stereotypes and myths with large adverse consequences for business success in raising the level of individual countries. The problem of error is that they are still widely used in economic practice, and that in turn their strongholds are in economic theory. The fact is that today the business has changed significantly and that from industrial economy moved to the Internet, and the knowledge economy, where services have a dominant influence. But practice shows that changes in the economic sphere were not accompanied by adequate changes in economic science, which led to a gap of science, and theory and practice. The following will indicate a few major concepts, or a mistake that should illuminate and verify scientifically, so as not to create room for subjective interpretation and manipulation of scientific information. The mentioned concepts, and misconceptions have become actuality in Serbia, as a country in transition.

The first misconception of classical economics

It is estimated that after the economic crisis of 2009, nothing will remain as it used to be. It is quite certain that there is a place to re-examine many long-standing beliefs and concepts. In September 2008 the economic crisis has brought the world into a very difficult situation. Alan Greenspan, former chairman of U.S. Federal Reserve, regarded the best banker who ever existed, has admitted to Congress that he was shocked that the market did not work in line with his life expectations [9]. The fact is that we now pay a heavy price because of the unrealistic belief in the power of the "invisible hand".

The market, as an artificial creation has no elements of self-organization, as this property belongs only to living beings who operate on the principle of self-organization, self-preservation or self-regulation. The market has neither brains nor instinct, which is characteristic of self-organized creatures, especially man and animal, as well as plants. Even the above-mentioned self-organized living beings must be guided, which means that their performance is related to management skills. Therefore, it cannot automatically be a regulator of the economic and social life, but must be driven managed.

Accordingly, it should be kept in mind that the crisis is itself an element of self-regulation. It is an imbalance and at the same time a process of transition to a new equilibrium. This means that there is no progress without crisis, no crisis without progress and that this is the eternal natural law, as there is no birth without death as the highest stage of the crisis in living organisms. Analyses show that after each crisis there was an economic transformation and, by rule, the establishment of better social and economic relations. At the same time, each crisis carries risk, which is widely known, but also chances, which is less known and which is completely ignored.

The second misconception of classical economics

Research carried out in the recent past by the competent American and Swiss institutions and researchers show that today's economy is so-called behavioral economy, an economy in which people become irrational and motivated by unconscious cognitive prejudice. So we come to the conclusion that we have come, or will soon reach the end of the rational or classical economics. So, it is shown that customers in most cases behave irrationally. The largest number of companies and declare that customers and employees are the most valuable part of the assets. However, when analyzing a business practice, we come to the conclusion that between declarative and true there is a huge gap, both in terms of employees, and when it comes to clients or

customers. "Rare is a company that consistently strives to make customers satisfied, although many companies know the cost of customer and consumer dissatisfaction". More experiments have shown that customers are emotional, depressed, and easily confused and myopic and unable to make the right decision. (The research of this kind was carried out by Aualet Gneezy University from San Diego, a group of Swiss researchers led by Ernest Fehr, who discovered even the phenomenon of revenge [10]).

With the disappearance of the traditional economy, there will come an inevitable disappearance of corporate organizations and corporate management that is based on rational assumptions and on assumptions based on the principle of performing the tasks step by step. Irrationality now becomes an "invisible hand" that should be taken into account when management makes strategic decisions. That's what Freud once said in a statement that the nature of man is to make major life decisions based in an irrational manner, or emotionally, from the heart. For example, the marriage is probably the most important thing in the life of every man. This decision is made from the heart, not from reason and the rational reasons. It is therefore important to protect from wrong and false assumptions and stereotypes. It is shown that a large number of managers and over 90% of people work in the manner of the environment, and not in accordance with the needs of action.

That the end of classical economics and traditional management is inevitable, it was confirmed by the great economic crisis of 2009. It has in some elements contributed to the creation and the development of crisis. For example, the introduction of speculative activities in the stock exchange business and the introduction of irregularities in the securities market. Speculative activities are punished everywhere; only through futures and other optional arrangements it is allowed to create wealth without work. According to the American press, before the crisis, for over five million people in the U.S. the first thing to do after getting up was to look at horoscopes and stock reports, to determine whether the day will be successful and how much the prices of shares were increased. Today it is fortunately a marginal number, especially when it comes to reading stock reports.

The third misconception of classical economics and its impact on Serbia

The third stereotype of classical economics refers to the place and role of foreign exchange and statutory reserves in the economy of certain countries. The stereotype is that foreign exchange reserves are used solely for monetary stability and that they are untouchable, even when it comes to survival as the primary goal of the functioning of every man. Everyday practice shows that each household has its own "gold reserves", which is stored in special cases, and to make the present serve the future. The situation is the same with every country, where people save money in order to spend it in case of unforeseen events, or when it is necessary to make some technological, or other movements. In the extreme case, material and financial reserves exist for the case of war (war reserves), special events and natural disasters, in case of floods, earthquakes, fires, etc. People, companies and countries use the above and other reserves to solve some peacetime problems. Accordingly, when it comes to foreign exchange reserves, it is necessary to change the classical understanding of this issue and use them not only for the maintenance of macroeconomic monetary stability, but also for development purposes. In this context, there are also modest attitudes and concepts that are new and the opposite, as can be seen from the attitude of Serbian club president, B. Grujic: "I do not understand why anyone has the right to have such a high foreign exchange reserve even when the whole world is choking in problems and tries not to let the economy stop. Such a policy (the concept) is unprecedented in the world and national economy [11]".

There is room for such thinking, as long as one knows where and for what projects to spend foreign exchange reserves. In any case, the expenditure of foreign exchange reserves may be only in development projects and healthy development projects in the best way influence the macroeconomic stability that reinforces national development. If you invest them in healthy projects, their use will be beneficial. The key issue here is not whether to spend foreign exchange reserves or not, but to find projects in which they can be protected, that as to be returned with increased effect. The problem may arise if the foreign exchange reserves are engaged in false or missed investments. Even then, it does not call into question the logic of common sense that it is necessary to use foreign exchange reserves in the function of national development, which is natural, because nuclear energy can also be used for the purpose of destroying people, and no one has even tried to stop the production of nuclear power plants as a significant energy source.

Breaking, or eliminating a rational economy will also destroy the industrial infrastructure of classical economics, in which the emphasis was and is still given to the material resources. The industrial economy has created its own mechanisms for its implementation in practice, but the practice supported and occasionally performed the correction of the existing mechanisms and instruments. The new concept must give emphasis to the economy of knowledge which is a more subtle form and a higher level of behavioral economy.

The fourth misconception of rational economics and the implications on Serbia

Accurate analysis shows that the basic source of the economic crisis in 2009 in the U.S. was excessive consumption, which was not accompanied by real economic growth, which led to excessive indebtedness of the banking system, and states themselves. This means that the collapse of the financial or banking system was not the cause of economic crisis, but the result or consequence of bad policy, i.e. a concept that has more or less existed since the collapse of the gold standard, and in 2008 and 2009 it finally "exploded" and led to global shocks in all spheres of life and work. Accordingly, the current crisis was not only economic but also social, moral and above all, crisis of ideas [12].

Previous findings are significant because they show that many have not learned from previous crises. In fact, recent measures of the Serbian government to revive the economy and increase the expansion are reduced to just forcing individual consumption as "flywheel" in the initiation of economic activities, the concept which was primarily promoted by America, and which has led the most prestigious country in the world to economic collapse. This concept has its own logic during the eighties of the last century, primarily in investment spending and has found its place in economic science of the time. However, it has never, and especially consumer credits, had a foothold in the modern economic science and management. This is because the logical and healthy economy shows that every loan, especially the one which is raised for personal consumption, is "poor" because it endangers the future that is uncertain in the modern conditions with great turbulence. On the other hand, investment loans are always more or less acceptable, and here the price of capital does not play a decisive role in their taking, but its purpose and area of placement. If the loan is raised to improve infrastructure and strengthen the material basis of work, it is almost always acceptable, because the one who takes the credit needs to ensure the return of principal and interest through the appropriate investment. So, the way out of the crisis by increasing spending is a bad idea that cannot be repaired by any concept, because it is unsustainable in the long term.

The fifth misconception of classical economics and the impact on Serbia

The monetary concept, or concepts which is largely promoted by international financial institutions, primarily the International Monetary Fund, are the least problematic, as is confirmed by the recent opinion of U.S. economists and American Institute. In fact, late last year, head of the Expert Commission of the UN General Assembly for the financial and monetary reform, Nobel Prize winner Joseph Stiglitz, noted during a visit to Serbia that: "States like Serbia which entered into arrangements with the IMF had a little use of it, and it can be seen by the state of the economy in these countries, before and after the arrangement with the IMF". He further points out that: "The IMF requires that these countries and their central banks focus on the reduction and maintenance of low inflation, while financial stability, growth and development, and maintaining employment are neglected."

Due to the wrong concept, countries in transition, and developing countries including Serbia have reached the level of indebtedness. This concept stems from the previous one, or the correlative relation with the concept of taking international loans to fill the budget deficit in the broader context of the settlement of consumption of public administration, or the state. In fact, the concept of borrowing to settle budget deficit and maintain an unrealistic exchange rate is a bad and unsustainable concept. This statement is true when it comes to taking a loan from the IMF. The American economist and professor at Harvard University James Kenneth Galbraith also expresses his concern (the son of the famous John Kenneth Galbraith and Galbraith brother Peter, the first American Ambassador to Croatia), who in good faith, advised the Government of the Republic of Croatia: "Do not ask for help an institution which has very limited intellectual capacities and abilities and which has one and the same prescription for all countries and economies in the world. The IMF has never been as significant and important as it seems. It has imposed itself in certain regions as an inevitable and indispensable factor and institution, even though it does not have high reputation among economic intellectuals. Measures recommended by the IMF are represented more or less as the only ones possible in a concrete situation, which typically reduce social justice." Therefore, any reference to the recommendations of the IMF in Serbia is conceptually unacceptable and serves daily political needs, or to justify certain acts or omissions.

It is particularly unacceptable to make comparisons according the levels of debt with other countries and draw the conclusion that the country is beneath, or within the limits of indebtedness to other countries in closer and wider environment. For these claims, we do not need big economic, or management skills. In fact, the country may be indebted because of the filling of the budget deficit, which means for the settlement of expenditure, as well as for procurement of equipment investments, construction of infrastructure (roads, bridges, pipelines, etc.) which would be able to produce a new value for the return of the loan taken. Accordingly, any comparison of indebtedness, such as that of the Republic of Serbia and the Republic of Croatia, is unacceptable, because the Croatian part of the credit used for road infrastructure that has to be valorized in the future, and Serbian mainly goes to consumption, which is unproductive and, as such, non-

refundable. So, two identical concepts of indebtedting, from the same financial institution, in the two countries with similar social, economic, political and cultural features will give a different perspective in effectiveness, and their debt should be evaluated differently.

Wrong, intentional or unintentional, use of certain concepts, technologies and approaches in economics and management leads to a number of implications and negative outcomes. The issue of taking credit, or indebtedting, exceeds the economic side of this issue. This is the issue of (im)morality at the highest level, or primarily a moral issue that can be viewed from several aspects. First, whether or not the current consumer elite has the right to spend at the expense of future generations. Second, the judgment on the degree of indebtedness should be given by the generations to come, not those who leave. Healthy logic requires that posterity will question their ancestors' over-borrowing, particularly if it is unproductive debt which goes into consumption. Each generation has a moral obligation to provide coming generations with something better. However, in modern terms, this idea is compromised to the extent that the current generation in most transition countries is dealing with the past, less with the present, and with the future at least, or not at all [13]. He points out that indebted countries are losing their sovereignty and that it is better to apply a concept imposed by the IMF, since Serbia is in a magic circle).

2. THE NECESSITY OF ABANDONING THE CLASSICAL AND ACCEPTING THE MODERN CONCEPTS OF MANAGEMENT

It has already been stated that the management was made in the USA and that is so far it has been the best concept to direct joint work, which has existed for more than a century, and the science of management over five decades. As a concept, or method of governance, management has undergone its development, so that we can talk about leadership, champion, or maestro management, as well as the best modality of management. However, research has shown that in the practice of business organizations classical management is predominant, which was defined by the classical theorists of organization and is applied primarily in developed market countries. Its essence is a high level of determinism and schematics, the presence of hierarchy and centralization as the dominant form of organization, a great presence of an autocratic style of management, and so on. It is clear that the traditional organization and management cannot solve modern problems, which are increasingly accompanied by great turbulence with unpredictable chains of their development, which imposes the need for their marginalization and the introduction of new concepts and techniques, those that correspond to modern business conditions.

To make the above happen, it is necessary to fix a number of misconceptions and stereotypes of rational economy upon which management is conceived as a modality of governing. Specifying only several mistakes will point out and prove the amount of the classical, traditional and inefficient brought into management and organization, making it a limiting factor of corporate success.

The first misconception of classical management

A great mistake of classical management upon which many other misconceptions rely refers to centralization as a concept to solve business and other problems. It is shown that highly centralized systems are generally inert and sluggish, and that they cannot live with changes, which are more frequent and more and more revolutionary, but also uncertain. In such circumstances, organizations cannot quickly and efficiently respond to new challenges, or to changes in the environment, because they are awaiting the decision of the highest hierarchical level, which is far from the place of problem solving and is unable to make any quick, yet quality decision.

The previous implies that contemporary management prefers a decentralized organization, whose parts have autonomy in making business decisions and taking responsibility for the success of decentralized parts. However, total decentralization is unacceptable, because in this concept, each part behaves as an independent entity. In this sense, we propose an integrated concept of decentralization in which there will be strong decentralized components, but also a central authority, which will be able to integrate the decentralized parts and articulate common goals that appear at the level of decentralized parts. Thus, the concept promotes that the decentralized parts get independence in making business decisions on the tactical and operational levels, and on the common level, to set management development, personnel and financial policies. This would establish an integrated concept of decentralization, whose essence is in development, finances and staff concentration and decentralization of business [14].

The second misconception of the classical management and organization

The concept of traditional organization starts from the autocratic style of management, which is based on material means for stimulation, or destimulation, particularly penalties for certain acts or omissions. For some

time, it can give satisfactory results, but in the long term, it is unacceptable, because the sanctions solve the problems of the past, but bring the future into question, because enforcement has its limits, because every action produces a reaction of the management at lower hierarchical levels, which in the end leads to increased unproductivity and leads a system into a state of chaos.

It is not hard to see that the autocratic style of management today is unacceptable and that wise managers in contemporary terms avoid it. Accordingly, there is a need to introduce so-called soft management styles, styles to include people into implementation of management ideas. This style is much harder, but is better than autocratic. To implement the specified, it is necessary to change the criteria by which leaders are judged, i.e. performance in corporate organizations must be improved, which is derived from recently published research on Accenture's global business model in the future [15]. Research shows that by introducing the concept of integrated decentralization, we create the basis for the introduction of a democratic style of governance, which is usually successful; the style of coercion or authoritarianism has a tendency to turn into a dictatorship.

The third misconception of classical management and organization

Insisting on the concept of development, financial and personnel of business concentration and decentralization, traditional supporters of the organization and management have sought to show that the hierarchy came to an end and that the current pyramid of structured organizations is transformed into a rectangle, or an organization that does not have hierarchical levels and where all is in the same plane. The supporters of the ideas suggest that in the above situation everyone is one big, happy family and crew, who sail together on the same boat with the same rights, duties and responsibilities. Unacceptability of this attitude is not hard question, especially if the explanation above includes the natural order in which there is a hierarchy, Darwin's laws of "the bigger eat the smaller", or in modern conditions, "the faster eat the slower". Certainly, life could not operate without hierarchy as the natural law of survival, and no organization could operate without a defined authority and responsibility. In fact, "when the ship sinks, a meeting is not organized", but a command is issued where the will of all members of the crew is subdued to one command. Therefore, there must be someone who will make a decision. If there is no one to make a decision, a decision will not exist. Moreover, since the contemporary corporate institutions are becoming more complex in the technological, economic and social terms, it is necessary to know who is the highest authority, real, and professional authority [16].

Accordingly, there is no end to hierarchy, nor will it ever disappear. What will certainly happen is changing the basis for establishing a hierarchy. Hierarchy based on positional authority, is not unacceptable, while the hierarchy of professional authority is necessary, because it is based on objective grounds, and that means one who is more capable and knows more should be at a higher hierarchical level than the one who knows less. This hierarchy is not only desirable but also necessary to achieve greater organizational performance systems. In a word, successful management of joint work is impossible without a hierarchy established on the basis of professional authority.

The fourth misconception of classical management and organization

One of the basic misconceptions of classical management and organization lasts several decades and it is the fact that the material resources are primary for the achievement of corporate performance. This view is supported by the introduction of information technology in management, which emphasizes that a key factor is in successful management decisions, and that fast and good management decisions cannot be made without information as the most important element today, which is also the most expensive resource. The introduction of a number of terms and terminologies in information technology, such as "neural networks", "intelligent machines", "thinking machines", supports the concept of marginalization of men in the organization.

The fact is that the new technologies are responsible for the extremely high pace of progress of mankind. However, they are the result of man as a rational and conscious human being. Nikola Tesla said: "Each of my inventions was the same as I first imagined in my head. When I wanted to change the way of functioning, it again had to be the result of conscious thought." Accordingly, with the introduction of new and information technologies, the role of man in the organization has not diminished but rather increased. This is because man is the only living being who has the ability to create an idea. There is no such ability in animals, which operate on the principle of genetic code, or in machines, or computers, which operate in a way that man constructed them. Therefore, with the introduction of new technology, one will reduce the physical strain, will have more free time and will be able to make better ideas. In this concept, new techniques of management need to be developed in which the basic task of governing elites would be to create an innovational atmosphere where ideas will be generated and adopted by employees who will implement them in practice [17].

The fifth misconception of classical management and organization

The fifth misconception stems from the classic management mistake that exist in economic science, on which it has already been partly written in this paper. It is shown that the classic formula of achieving success even now dominates in most corporate organizations, and requires only that the sale price equals cost plus profit, or ($SP = PP + P$). Therefore, the general effort of the classical management is to maximize the financial effect, and the safest way is to raise the selling price. In this situation, there was no interest to reduce costs, but the dream of every manager was to take every market segment and to gain from it as much profit as possible. In this context, the most acceptable model for research and market segmentation was sought, in order to determine primarily the purchasing power of population and make notion of purchasing power, in order to create a product or service that will be absorbed by a specific target group of customers. Accordingly, for each target group, there was prepared a certain group of products, quality, prices and other performances. So, there are products for customers with "deep", "shallow" and "average" pockets, and often the products were made specifically for the international, and specifically for the domestic markets. Products for foreign markets, as a rule, were of better quality, while for the domestic market there were usually no common standards. It is clear that the marketing concept was based on the rational behavior of customers.

The previous concept is unsustainable in modern management, because the competition has grown to such levels that the market has become, so to say, a battlefield on which the successful swallow the unsuccessful, and where every day thousands of companies disappear at the global level. In such circumstances, the classic formula of management success must give way to a new concept and a new formula in which the profit is equal to the difference between purchase price and cost price, i.e. $P = PP - CP$.

There is no mathematical difference between these two formulas, but they are a result of different business philosophies. In the first formula, i.e. concept, it is sought to maximize the effect, i.e. profit through selling price, where one uses permitted, but in many cases unpermitted and immoral means and instruments. The second concept puts the emphasis on reducing the cost and charges, which is far better, since it enhances the competitiveness of companies, expands the market and thus achieves greater success. So, by eliminating the cost philosophy, and introducing the concept of the so-called "non-cost" philosophy, companies are sustainable in the long run, because they provide a high quality of products or services, but at the lower price. The term "non-cost philosophy" is conditional, because there is no organization that does not produce costs. As such, it is taken from a new Japanese business philosophy, that of W. Shingo, creator of the Toyota philosophy of business [18].

The statements from the above analysis are clear. Modern business demands new management concepts, techniques and technologies. No concept can receive absolute trust, because it shows that there are no universal concepts to achieve corporate success, but only the best situations in which an appropriate concept can be applied. The first step in improving management as a modality of control is to remove the existing misconceptions that often represent system errors in economics, marketing and generally in the business sphere, and then create and introduce new, and for contemporary conditions, acceptable concepts.

3. SUMMARY

Application of new concepts and technologies in economics and management is a challenging issue, but, at the same time, a topic that exceeds the capacity of a conference, even if it is international in character. Its importance especially exceeds the capacity of a single work, regardless of what scope and quality it is. However, the analysis and proved the need to permanently review existing concepts and technologies, and eliminate those that are unacceptable, and introduce new concepts that suit the spirit of the times and current businesses on the corporate, national, or global levels.

The establishment of new concepts should be understood as a temporary solution, because no concept is perfect, but it should be modified and adapted to specific business and other situations. The main prerequisite to an introduction of new approaches and philosophies of management and economics is to admit that a problem exists. If not, the problem will never be resolved, but will increase and become more complex. Therefore, it is important to bear in mind the old folk wisdom: "Let's go, because the longest journeys start with the first step." This is especially true for Serbia, a country in transition which has lasted a long time, and in which there is no consistency of application of certain concepts, or professional management that has the capability to successfully manage business and other systems.

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NEW CONCEPTS (WAYS) OF SUCCESS

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***Summary:** From the dawn of man to the present day people have been finding new ways of increasing their success. Due to the previously mentioned, in every new time period people have achieved their goals in a more effective and efficient way, which influenced their life standard, as well as their life expectancy. It appears that in the developed countries just a hundred years ago people lived nearly 50 years, while now that number is near 80, with tendency for increasing. From this fact we can conclude that the level of success and duration of life, as one of people's basic aims, stand in proportion. The bigger individual success is the bigger are people's chances of living this life longer and with more quality.*

All the researches show that people haven't found some sure fire road to success. The question is whether they will ever find it. Every man will achieve his goals in a different way and succeed in a different way, which will depend on many and relevant factors.

The paper deals with different concepts of achieving success.

Key words: success, ways of achieving success.

1. INTRODUCTION

Success is probably one of the three most common words in everyone's life. It comes after health, the biggest value one can have, and happiness. In the turbulent and increasingly competitive business environment, all three values are vulnerable with the tendency of further endangering of their survival. That is why people in every new time and different place need to find ways to save health and turn threats and dangers from the environment into chances and opportunities.

It's clear that each person wants success. If we search for the root of success, we will see that its essence lies in the philosophy "see it through to the end". That is something that follows people from their beginnings to the present day and maintains life as a natural law. So, if you remove from the life everything that isn't the best, success will remain. Past experiences and objective scientific researches show that our ancestors, who lived in hunting parties, looked for ways of increasing the effect of group hunting, in order to satisfy basic needs and in that way to ensure their own survival. Moreover, it's important to point to the fact that people haven't managed to completely satisfy their needs in any time period. Satisfying some needs, the others appear and they generally belong to some higher level. This rule follows people during their whole life as a result of their nature and character, which separate people from other living beings. This rule and tendency will also be continued in the future, which will represent the basic "incentive" for increasing of success, when it comes both to an individual, corporative systems, national communities etc.

So, the basic meaning of the conscious actions of each individual is reflected in the effort to spend as little effort and resources as possible to achieve certain goals. This is true both for individuals and for organizations which make a group of harmoniously related resources. Individuals and companies that manage to achieve more efficient and effective goals with less human and other resources are successful, and those who are not able to successfully transform inputs into outputs are most likely to disappear. From the mentioned we can conclude that almost everything depends on organizing and leading of the business and some other organizations [1].

The oldest written documents show clearly that man in every new time period created and constructed better and better ways or concepts and technologies, in order to achieve goals more successfully. It appears that technology of making lead decisions, in other words, thinking process which results in an idea and its implementation in the practice, had the main role here. Everyday practice shows that every goal can be achieved, but every goal should be achieved with as little mental and economic effort as possible. On the other hand, every goal can be achieved in different ways, actually in as many ways as there are people, which mean that every person will achieve the same goal in a different way.

For successful achievement of defined goals and ensured development of organizational systems we need specific technologies for defining and relegating simple tasks and functions to the people who are able to successfully realize those distributed technological functions by using analog tool and weapon. This process is also followed by integration of individuals and parts in a whole, in order to increase effect of the team work through synergetic effects.

2. CONCEPTS (WAYS) OF ACHIEVING SUCCESS

All sciences in the world are devoted to finding ways of achieving more success. If the problem of the economic dimension didn't appear in every activity, or if the problem of limited resources on one side and unlimited human needs on the other side didn't appear, generally there would be no problems. That's why success is one of the most important, global, national, corporate, but also individual problems.

People have a natural characteristic first to think about the future work and then to begin with realization of their thinking construction. That's typical only for a man, as the only reasonable living being, and that's what distinguishes us from the animals. Of course, success is reached through work. However, animals also work, but difference between a human and an animal work lies in the fact that people think and then realize their thoughts, while the animals work by following their inborn genetic code.

Beside of doing the work, man consciously or subconsciously controls the success of working tasks and certain activities. The previously mentioned gives people opportunity to take corrective actions in the realization of conscious work. Corrective actions and successful controlling process request learning and getting knowledge, skills and ability to use concepts and organizational and leading technologies. These skills are priceless for new methods of conscientious organizing and success increase.

That's how it came to the creation of special theories and concepts. Their aim was to find efficient and effective ways of doing work and tasks by generalizing the practice. The classic theory of organizing and leading was created in the industrial era. In the twentieth century this theory gave a significant contribution to increasing success, first of all in the production sector, especially within the industry. It's still present in a large number of Western European companies in different forms: Fayolism, Taylorism, Emersonianism, etc., but its efficiency is reduced, which implies the need for a review of its position in the modern organizations and also an adequate explanation. Despite there are various ways for achieving success, by summarizing previous experiences, we can talk about seven concepts which will be presented in the following text [2].

2.1. The first concept(way) of success

Organization practitioners and theorists were trying for a long time to find the most efficient concept of success. In the beginning they looked for one, the best way, which was recommended to planners of organizing. In 1945 famous writer Jean de La Bruyere said that: "There are only two ways to success: based on your own skills or on another's stupidity". Other theorists think that success can be reached only by affirmation of the good or elimination of the bad things in organizing [3].

Concept of the classic organizing underlined that organizational success, or the increase of productivity, has to find possible ways of achieving success would represent a big, revolutionary contribution to the general social progress.

The first concept of increasing organizational success, the classic organizational and leading theory can be found in the following concept: with less human, material, financial, informational and other resources, man should achieve more success, defined first of all by the material or financial effect. The concept is based on the people's natural ambition to permanently increase their needs and knowledge in order to satisfy those needs by increasing productivity and success. Result of the before mentioned approach is industrial economy based on rationalization of resources and maximizing financial effects.

So, the first way of achieving organizational success, with respect to the classic definition of an organization, is based on establishing of methods, techniques and technologies, which ensure an increase in productivity and resource economy in general. The concept relies on true facts established by measuring the working

effect, norms and standards and as such it's represented as objective in regard to the increase of the individual and organizational success.

The concept of the first method of achieving success is a base for other concepts. It represented the base for formulating the industrial economy and management. With respect to it, other ways, or concepts, appeared, and they should give answers to the new challenges which appear in business and in organizational systems in general.

2.2. The second concept (way) of success

Classic organization means that the second concept of success is projecting and leading control processes by which the quality of realization of program's scheme is determined. Just like man determines which actions contribute more to success in a controlled process, in the same way he determines which one reduces business efficiency and causes damage to the companies' goals. Considering the context, a man, like a reasonable being, tends to reduce, or remove bad influences during work, and to take only the actions which can help increase success. This is an objective fact and real concept for increasing success.

How the concept of control was accepted in the classic organization can be found in the fact that even nowadays it is considered that control is the main element of management process. Therefore even today many organizational systems are designed in a way where, simply said, "everything and anything is being controlled", and especially when it comes to people or, in other words, employees. It is clear that there is no such control that can control everything, especially in an atmosphere with a very high level of turbulence and when it's necessary for the organization to function according to principle of "organized chaos".

The biggest delusion of classic organization about the increasing success is exactly contained in a claim that there are two concepts, which are objective, and as such, the only possible ones in organizations. The size of that delusion can also be seen in everyday praxis, which shows that there are more concepts of increasing success, that success is a dynamic category and that there is no universal scheme or set of rules for achieving success. Bearing this in mind, each individual or corporative manager will use different concepts for achieving their goals. Depending on the choice of proper strategy of reactions to the changes in environment, organizations achieve different results and that's how a split between of the successful, those who follow the appropriate concepts, and the unsuccessful, who try to solve unsystematic and deprogrammed problems in obsolete and inappropriate ways, becomes apparent.

2.3. The third concept (way) of success

The idea about this concept of creating success was created a long time ago, and it is related to the use of the first tools and weapons. From these ancient times, in every new period, people were creating more and more perfect, and also numerous tools which had been changing life and work of individuals and groups of people. Related to that, a long time ago a few forgotten Marxism's classical authors have concluded that social-economical formations differ not only in what they produce, but also in what kind of tools and work means they use.

The most obvious proof about existence of the third way of success is constructing a technology development ideogram within the development of civilization. The ideogram shows that people, in every new social development phase, were transferring more and more work functions from the man to the machines, until the robots and contemporary computer technology. It shows that, in actual conditions, man is trying to transfer some routine brain functions to the machines, actually to computer technology, for which reason there are mostly used the terms: neural networks, intelligent machines, etc. It shows that mechanisms, actually robots and computer tools are much faster and confidently with doing programmed and routine jobs, than man is.

Here we can see a pattern in which man, during some job or work tasks, always uses only the tools which are more successful than man in performing tasks, work and routine function. With mentioned it must be respected that people were always trying to enlarge technical supported work and to increase productivity and business economy in general with appliance of more and more new methods and technologies. Transferring work functions from human muscles to the mechanisms man creates the space and opportunity in which he can devote himself to ideas, which are the most important resource of every organization.

So, introduction of modern technology and technique achieves more competition, actually reduces price of products and services, or the quality grows, which is beneficial for everybody. The very partial observation of the technical supported work's level in high developed countries, can give us a conclusion that their work productivity is, first of all, a result of scientific - technical progress, which became new efficacious work force. Due to the mentioned, it can be concluded that the third way of success has introduction and usage of more contemporary and efficient work devices as its base.

2.4. The fourth concept (way) of success

Every organization is an artificial creation. It is an instrument, or a tool in the management's hands, which has to achieve desirable goals on the most efficient and effective way. Just like the painter has his own tools for painting, musician for making music compositions, or industrial worker for creating an industrial product, management itself has to, using organization, create a product or a service. The main characteristic of every organizing is creating synergetic effects. It comes up that the team work is always more efficient than a sum of individual tasks. The meaning of organization is best explained in the language of physics, with a claim that simultaneous actions of several forces produce new energy which transforms into synergy. New energetic constructions and financial means, which are very often a limiting factor of every capital expenditure, aren't required for the production of synergy. Using the help of organizing it is necessary to balance the attraction and repulsion, which are two main forms of movement, and in that way to build the organizational structure which will produce synergy. So, team work produces synergy, like a new quality in which two plus two equals always more than four, and that means that in this way it is possible to increase success.

2.5. The fifth concept (way) of success

The source and the base of the conscious organizing success represents acquired rules, principles and legalities of natural self-organizing, which as its result has self-organizing as the most perfect organization model. Generalizing and formalizing of knowledge manage creating and constitution of theories, and finally science, like the most powerful tool created by a human race to the end of increasing organizations' success. In this way we can conclude that the progress of science is a new, quality way for increasing business success. This instrument had its dynamic development, in a way that science has become a new, producing work force, which surely increases business success. It seems that this is the way that guarantees the biggest business success increase, and because of that developed countries donate financial assets for science development.

2.6. The sixth concept (way) of success

Intensive scientific development creates an option for constructing new theoretical constructions and finding new sources and bases for increasing success. That's how scientific-technical progress enabled development and infiltration of the innovative processes, actually infiltration of innovations like a quality new components in organization's improvement, as the most valuable product. What is the importance of innovation (technological, organizational and other) can be seen most obviously in international law, which protects the copyrights of innovators, protect intellectual property, as well as design organizations where there are special departments for discovering the secret of competition in the sphere of high technologies, which is referred to as managerial espionage. At the same time, competing departments have been established for patent protection, or keeping a secret, which is also known as counter-espionage. The aim of protection is to hold a competitive advantage of an innovator as long as it is possible, as, according to that base, an additional effect would be achieved, and thus innovators be rewarded for their efforts in creating innovations.

2.7. The seventh concept (way) of success

The seventh concept of business success is based on an oculist postulate. Namely, oculists accent that there are seven levels of life and, according to that; there are seven concepts for realization of our natural instinct for sustaining life as a basic law of nature. Modern science directs its attention to that the inner force and the power of life consist of mind and that, according to the previously mentioned, a mental energy represents the best and most effective way for increasing business success. It comes to the point where nobody knows what the mind actually is. But yet, it is known that people were using rules and principles of mental activity for creation of historical masterpieces. Francois La Rochefoucauld also warned us of that in his famous saying from four centuries ago: "Success and failure are results of our mindset, judgment about others and about us, but also of our attitude towards others and towards us". From the above arises a certain mental magic, which is progressively more present in modern scientific research with the aim of initiating creative energy for achieving success through the influence on the mindset.

Starting point in definition of the seventh concept of success lays in physics. Actually, modern physics claims that every particle, atom, cell, every organ and every organism possess a mind of its own, which directs and controls their motions, and also creates new states. Information that man has both conscious and unconscious lobes and discovery of subconscious mind power, which possesses unlimited intelligence and is able to answer almost any question, explicitly proves that mental energy, well, in actuality - mental activity, create

new wide areas and abilities for increasing business success of organizational systems. Just how correct is the above is best shown in the statement of the world wide famous scientist Nikola Tesla, who says that every mechanism that what he had invented was exactly as he could first imagine in his head and his thoughts.

Having the above on mind, it constituted the so-called Tesla's strategy of creating new visions and ideas for achieving business success. The bases of this strategy are meditations which can help people to visualize the future. Tesla was imagining the future full of flashing lights coming from electrical generators, a revolutionary industry and a global communication grounded on invisible magnetism waves. So, Tesla's strategy is based on dreams and conditioning the brain to think freely. If a man's mental energy can create special dreams about a beautiful, orderly planet, one shouldn't be concerned whether those dreams could be realized in real life. Besides the fact that dreams become reality, they also give the meaning of every man's life. Of course, one should dream and nurture one's dreams. Actually, we live in a world in which dreams become reality. Our parents have been thinking about us before we were born. It's similar with other historical discoveries and inventions [4].

3. RESUME

Research of the success (or failure) is a complex activity which demands an interdisciplinary approach. It's shown that there are no universal concepts of success and that people and the organizational systems often have to use different ways during their lifetime. For that to happen, management has to know the principles which lead to achieving success, or at least those which eliminate failure. In this paper there were presented 7 concepts of achieving success. This number is not final, because there will be always be new ways, just like it had always been in many other areas. The previous text leads to the need for leaving the classic and deterministic understanding of success, which gave results in the past, but in contemporary conditions it is, as a concept, obsolete. From the previously mentioned comes the need of introspection of reality, in a way that the wise men of old did it, learning the ways and rules of nature's workings and attempt for those rules and knowledge to be transplanted onto designing success within organizational systems.

It comes to the fact that it is necessary to induct a new holistic, systematical concept for further research and projecting of new concepts of success, a concept which is based on Aristotle's cognition, who concluded that universe is a whole, and that it is more than a mere sum of its parts. The only possible way one can discover the secrets of nature's workings, as one true source for developing new abilities for increasing business success in organizational and other systems, is actually based on the basics of the whole's quality, which cannot be derived of parts which comprise it. Yet, it should be said that there are no universal rules and ways of achieving business success. Every man and every organization will create their own way of achieving success, in a way that there are no two identical ways, although it could seem so at first glance. The road, or the strategy which once brought success, can lead to failure in another situation or organization. Taking this into consideration, it can be useful to mention Fridrich Hayek's thought: "The biggest mistake one can make is retracing the road that once brought him success".

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ЭТИКА И СОВРЕМЕННЫЕ ТЕХНОЛОГИИ МЕНЕДЖМЕНТА

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Аннотация: Современное состояние мировой экономики, а также экономики отдельно взятой страны требует качественно новых преобразований в менеджменте. Подтверждение этому служит текущий финансово-экономический кризис. Выход из создавшейся ситуации представляется в поиске новых, ранее незадействованных факторов производства, среди которых особое место отводится этике. Изменение роли этики обусловлено изменением отношения к труду, научно-технической революцией, местом, занимаемым в ней человеком. Этика как учение о морали, система норм нравственного поведения человека наряду с общими элементами имеет национальные особенности, учет которых необходим в технологиях успешного менеджмента.

Ключевые слова: этика, факторы производства, нусогенный кризис, бизнес

Любое производство есть функция многих факторов. Под производственными факторами мы понимаем наиболее важные элементы или объекты, оказывающие решающее воздействие на реализацию возможностей и результативность хозяйственной деятельности. В экономической литературе исследователи указывают на такие факторы как трудовые ресурсы (труд), инвестиционные ресурсы (капитал), природные ресурсы (земля), сырьевые ресурсы, предпринимательский талант или предпринимательские способности, информацию, специфической формой которой является технология, знания или управленческие способности и другие. Как видно, что количественный состав их различен и, в самом общем виде, все они подразделяются на личностные и вещественные факторы производства. Видимо такой набор производственных факторов был приемлем, чтобы с их помощью и управлением их развитием оказывать влияние на эффективность производства с позиции максимализации его доходной составляющей. Однако, для XXI века этого стало недостаточно. И все больше внимания стало уделяться этике как фактору повышения эффективности производственной деятельности.

Вместе с тем, этику как учение о морали, системе норм нравственного поведения человека, нельзя отнести к новой научной категории. Понятие этики возникло и формировалось на протяжении длительного исторического периода, по мере развития цивилизации, на основе следования общества определенным правилам и обычаям. В работах Аристотеля в четвертом веке до н.э. уже встречается эта категория. На протяжении более 25 веков понятие этики в той или иной форме используется в трудах всех выдающихся ученых, причем как философов, так и естествоиспытателей. Однако единого понимания ее не существует, великие умы человечества до сих пор не смогли прийти к однозначному толкованию этого понятия, что свидетельствует о его непосредственной причастности к научной категории, поскольку любая дефиниция, как отмечал К.Маркс, искажает сущностные признаки явления.

Вместе с тем, все исследователи едины в том, что среди факторов производства выделяется человеческий фактор, придавая ему особое значение. При этом уделяется внимание таким составляющим как знание, квалификация, опыт, умение применять теорию на практике, способность работать в команде, физические данные и соответствие их выполняемой работе и т.д. и т.п. Выделяя ведущую, активную роль человека, обращается внимание на соответствие всех факторов производства друг другу, их определенная гармония, а также необходимости обеспечения эффективности развития на данном историческом этапе. Однако, в этом перечне необходимых для работника качеств, проблемам этики, а по-русски нравственности, уделялось и уделяется недостаточное внимание. Это объясняется тем, что проблемы нравственности в деловом мире не рассматриваются как важное условие роста эффективности производства. На первый план выходят проблемы техники, технологии, природных ресурсов, ландшафт, соответствия им уровня развития рабочей силы. До определенной поры исследования вышеперечисленных факторов было достаточно. Условия эти понятны, конкретны, подлежащие количественной оценке. Что же касается этических проблем, то с ними все обстоит несколько сложнее. Они выходят за рамки обыденности, не связаны с материальным носителем, не поддаются прямому количественному исчислению. Нравственность, этика является своеобразным резервом, использование которого должно быть своевременным. Тем не менее, неверно полагать, что о нем не знали и не учитывали в своей деятельности. Так, Святитель Тихон Задонский, в 1763 году, в инструкции учителям, указывал: «Обучать не только грамоты, но и честного жития, страху Божия, понеже грамота без страху Божия есть не что иное, как безумному меч». То есть церковь со своим разумным консерватизмом даже в обучении грамотности видела серьезную опасность существующему мироустройству нарушение которого могло вызвать непредсказуемые последствия. Она как бы предвидела современную ситуацию, характеризующуюся современными достижениями в области генетики, нанотехнологий, создание андронного коллайдера и другими открытиями. Это можно назвать знаковым предвидением, поскольку опрос ныне живущих лауреатов Нобелевской премии в различных отраслях науки показал их серьезную и обоснованную озабоченность за судьбу человечества от уже существующих и ожидаемых в ближайшем будущем открытий.

Повышение роли этики, как фактора производства, обусловлены рядом обстоятельств. Прежде всего, то, что отношение к труду и его физическому носителю – работнику претерпело существенные изменения. В нравственных постулатах человека античной и средневековых культур, основанных на использовании труда рабов, а, следовательно, насильственному принуждению человека к труду не могло быть места исследование этики как фактора развития производства.

Существенные изменения произошли в период Реформации, когда западноевропейские страны претерпели важный духовный переворот на основе развития протестантской веры и присущей ей этики. Ее идеологи представляли труд не наказанием, а божественным предназначением человека. Основная цель труда – преумножение богатства, увеличение собственности, накопление прибыли. Сама же собственность рассматривалась как фундамент свободы личности.

Первые этапы развития капитализма характерны ориентацией на получение максимальной прибыли на основе жестокой эксплуатации наемного труда. Отсюда получили развитие теории, примиряющие моральные принципы со стремлением к максимальной выгоде. Так, согласно теории лауреата Нобелевской премии по экономике в 1976 году М. Фридмана, государственный закон автоматически становится институционализированным выражением моральных норм. А из этого вытекает, что в бизнесе морально оправдано все, что не противоречит закону.

На развитии такого подхода ориентирован и национальный этический кодекс «Принципы ведения бизнеса», впервые разработанный в 1924 году Комитетом по этике бизнеса при Торговой палате США. В нем отмечено, что моральное оправдание получает любой бизнес, в котором контрагенты признают эквивалентный обмен.

«Великая депрессия» середины 30-х годов в США послужила исходной точкой поиска новых принципов организации бизнеса. Этому способствовало и достижения в области психологии, в частности труды З.Фрейда, Э. Мейо. Все эти внешние условия обусловили возникновения «теории человеческих отношений» выразившееся в появлении конкретных профессиональных кодексах морали – профессиональная этика, этика делового общения, этика бизнеса и др.

Существенный переворот в этике бизнеса произошел в результате современной научно-технической революции и созданной ею глобальной экологической угрозой. Современный деловой мир стоит перед необходимостью отказаться от прежних приоритетов и, прежде всего, от установки на извлечение максимальной финансовой выгоды. К бизнесу предъявляются требования социального характера – охрана окружающей среды, рост уровня занятости, охрана здоровья и т.д.

Сигналом о необходимости перехода на новые принципы хозяйствования является современный мировой кризис.

Обзор многочисленных публикаций о современном мировом кризисе, начавшемся в 2007-2008 годах, свидетельствует о наличии большого количества различных взглядов и подходов на происходящее явление. Причем, это касается буквально всего, что относится к кризису, начиная от его названия «мировой финансовый кризис», «мировой экономический кризис», причин его возникновения, характеру развития, путей выходов из него и так далее. Это вполне естественно, так как такое событие, за столь короткое время от его начала не может иметь однозначного толкования. В частности, невозможно назвать одну причину, вызвавшую данное планетарное явление. Можно лишь выделить основные аспекты причин происходящего экономического кризиса. В частности, аспект глобализации – мировые дисбалансы, кризис регулируемых глобальных рынков, несоответствие статуса США современным глобальным вызовам; цивилизационный аспект – исчерпанность мировой валютно-финансовой системы, кризис капитализма; аспект физической экономики – кризис перепроизводства, в том числе и финансовых продуктов: фьючерсы, опционы, деривативы; финансово-экономический аспект – разрыв между мировой финансовой и экономической сферами, непомерный рост финансовой сферы, перепроизводство долгов; структурный аспект – падение эффективности капитала и совокупного спроса; аспект цикличности – вхождение мировой экономики в понижающую фазу цикла Кондратьева; этический аспект – человеческий фактор не соответствует требованиям научно-технической революции.

Каждая из вышеуказанных причин в состоянии самостоятельно вызвать кризис, а в совокупности, образуя синергетический эффект, привести к тяжелым последствиям во всех сферах хозяйственной, социальной, культурной, политической жизни. Нусогенный характер текущего кризиса становится все более очевидным. Нусогенный кризис – это кризис существующей модели бытия всего человечества и каждого человека, в условиях стремительно изменяющейся реальности и нарастания числа локальных и мировых вызовов. Выход из него предполагает принятие принципиально иных, качественно новых решений и подходов. Поэтому инерционная поддержка отживших свой век доктрин и парадигм, концепций и идей, стремление во что бы то ни стало сохранить малоэффективные, несостоятельные институты, тщетные попытки вдохнуть жизнь в символы уходящей эпохи – все это признаки грядущих неизбежных перемен, которые коснутся каждого человека в отдельности, каждой страны, всей планеты в целом.

Представления о выходе из мирового кризиса за счет согласованных действий правительств ведущих стран мира, центральных банков этих стран, всемирных финансовых организации являются иллюзорными, нежеланием признать очевидное. Текущий кризис является не столько финансово-экономическим, сколько цивилизационным и основной аспект текущего кризиса – это кризис идей, этики, нравственности.

Наряду с общими причинами кризиса, характерными для всех стран, каждое государство, имеет свои специфические причины, которые или «утяжеляют» протекание и последствия кризиса или наоборот, делают его менее разрушительным. Как отмечал П.Я. Чаадаев, что «помимо общего всем обличья, каждый из народов ... имеет свои особые черты, но все это коренится в истории и традициях и составляет наследственное состояние этих народов». К особенностям причин кризиса в России можно отнести: обвал цен на нефть, сырьевую направленность экономики, высокий уровень криминала в экономической сфере, вывоз капитала из страны, проблемы политического характера.

Основы норм экономического поведения в России формировались в период становления Московского государств (конец XV – начало XVI вв.). На их характер повлияли такие факторы как приверженность к православной вере, то, что основная часть купцов, заводчиков, их работников были выходцами из крестьян. Нормы нравственности, обычаи, традиции в их семьях носили отпечаток норм и обычаев крестьянства и все это переносилось на производственные отношения. Отсюда возникла «общинность», «соборность», совпадение понятий «работник» и «член семьи». Однако изучение всех этих традиций и обычаев имеет значение при прогнозировании их развития на более отдаленную перспективу, поскольку на основе закона спиралевидного развития мы постоянно возвращаемся к исходному, но на более высоком витке развития. Что касается современного состояния, то оно сложилось под влиянием факторов не более 40-й давности. Поэтому можно с достаточно высокой степень обоснованности утверждать, что современная этическая модель поведения в экономике России сформировалась в социалистический период. А отсюда, православные традиции пока не оказывают серьезного влияния на развитие российского бизнеса. То же можно отметить и в отношении крестьянского уклада. Более существенное влияние оказал процесс люмпенизации населения, оторванность его от крестьянства, но так и не превратившим в иное сословие. Все это опиралось на марксистскую этику, утверждающую классовый характер нравственных требований и норм. Занятия бизнесом преследовалось по закону и влекло за собой наказание, вплоть до высшей меры.

По мере происходящих изменений в обществе, подвергались модификации и этические принципы. Если в период сталинского тоталитарного режима доминирующим принципом была лояльность к системе, то в последующий период бюрократический и технократический аппарат больше ориентировался на собственные цели ведомственного или личного характера. В перестроечный период система ценностей и этических представлений людей подверглись влиянию нескольких культур в зависимости откуда пришли «новые хозяева жизни».

Тех, кто сегодня составляет верхушку российского бизнеса, - собственников и руководителей крупных компаний, корпораций, банков – можно условно разделить на 4 группы.

Первая группа – представители партийной (комсомольской) номенклатуры, руководители крупных промышленных предприятий, которые вовремя сориентировались и сумели получить в собственность то, чем они управляли: один нефтяную отрасль, другой – газовую и т.д. Эти люди во многом придерживаются нравственных ценностей прежних бюрократических структур, «государственники», некоторые искренне верят, что служат обществу.

Вторая группа – это люди активные, умные, талантливые, которые смогли завладеть частью госсобственности, блестяще использовав ситуацию и особенности российского законодательства. Они проявляют интерес и внимание к дореволюционным традициям российского предпринимательства, причем в несколько идеализированной форме. Однако их деятельность, как правило, ограничивается сферой малого бизнеса.

Третья группа – это представители «теневой», полукриминальной и криминальной экономики. Они принесли в российский деловой мир своеобразные этические требования и моральные нормы из другой, более жесткой культуры иного мира. Лихие 90-е годы прошлого века не канули в Лету и время от времени проявляют себя в форме различных криминальных «разборок». Их единственный способ существования – паразитирование на недостатках существующей политико-экономической системы.

Четвертая группа – это новая генерация российских бизнесменов. Они не занимали крупных должностей, не имели административных и политических ресурсов, не участвовали в дележе госсобственности, не связаны с миром криминала. Они создавали свой бизнес с нуля. Эти люди добились успеха за счет своих личностных качеств. Сегодня им 35-40 лет, они владеют крупным бизнесом и оказывают значительное влияние на российскую экономику. Они сейчас формируют российскую деловую аристократию. Их выделяет:

- масштаб желаний, своеобразная одержимость большой целью.
- отсутствие внутренних преград, внутреннего конфликта
- целеустремленность - все подчинено достижению цели, все жизненные ситуации сортируются по принципу «нужно-не нужно». Все «нужное» отбирается, а остальное отбрасывается.

Первые три группы, по сути лишены исторической перспективы. Это рудименты прошлой эпохи. Сейчас происходит поиск новых жизнеспособных форм поведения в бизнесе. Это явление сложное и противоречивое. На него оказывают влияние разные силы, поскольку в нем задействованы люди с разной национальной культурой, разного вероисповедания, с разным экономическим базисом и разного этического воззрения. Кроме того, одним из игроков на российском деловом поле являются граждане зарубежных государств, которые в своей деятельности руководствуются этическими канонами своих стран.

Все это происходит на фоне игнорирования основного принципа западного общества – принципа священности частной собственности, который не может устоять перед особенностями православной культуры, презирающей поклонение мамоне, и презрительного пролетарского отношения к частной собственности. Своеобразному отношению к закону, который зачастую подменяется «революционной целесообразностью». Такая ситуация приводит к тому, что в условиях неопределенности, несовершенства и несоблюдения законов, притеснения со стороны государственных чиновников, предприниматель чтобы просто выжить даже не задается вопросом этичности или неэтичности тех или иных поступков. Достаточно неопределенной роли государства в ее участии в экономической жизни страны, а тем более ее этической составляющей, поскольку невыплаты заработной платы работникам бюджетной сферы, неоплата государственных заказов, нарушение законов и указов не делает государство поборником этического поведения.

Таким образом, на основании вышеизложенного можно констатировать, что пришло осознание невозможности продолжать жить по-старому, хозяйствовать в условиях прежней модели, а вот как надо ответа нет. Ответ может быть получен только общими усилиями. Это как раз и будет высшим проявлением соборности в современных условиях. Огромная роль отводится процессу нравственному возрождению России государству. Оно выполнит свою функцию, если создаст рамочные условия для этического бизнеса, его устойчивости в России. И еще. Начинать следует также с лидеров бизнеса.

Условия их деятельности должны обеспечивать зависимость между качеством нравственных норм лидеров предпринимательства и эффективности их бизнеса. Это будет самым весомым аргументом в пользу этики как фактора производства и на этой основе принципиальной реструктуризации технологии всего менеджмента.

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NEW ROLE AND HUMAN CAPITAL TECHNOLOGY MANAGEMENT

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Summary: *Human capital management in every business contents becomes much different than the current one. It is not understood as functional activity, but as business philosophy which has to be processed on every management level. In that circumstances, managers have new mentor role and task to promote and teach colleagues to accept changes and to easily adopt to the forthcoming period, because of better future. This works is about new challenges, technologies and change concepts in human capital management. New leader and manager roles are to be analyzed. Human capital structure of elements are presented. New aspects and trends are explored, i.e. possible ways of restructuring company.*

Key words: *change, reorganization, rationalization, modernization, human capital management*

1. NEW CHALLENGES AND CONCEPT CHANGES IN COMPANIES MANAGEMENT

While introducing changes in organization, managers directly meet the Newton inertia law: «body remains in steady state, until some external force would force it to change the state». Change propagators will meet many destructive resistances. We live in surrounding of jealousy, envy, iniquity and great disinteresting for collective success. Managers know good the chorus: «can not do anything, because the surrounding forbids it, the company is resisting to the changes». Problem is about blocking activities from the people's side because of their different interests. In that situation business goals are often set-up to personal goals of some rivals in the business system. Only acceptable possibility in that situation is to impose changes, even getting the prize to create enemies among the colleagues. Should create interdisciplinary successful team. Managers and leaders are responsible for processes management and dialogues leading towards changes. Managers and leaders must create state of unsatisfaction with the current status quo. More successful is the manager who provokes changes and unsatisfaction, instead of reacting upon them.

For achieving business perfection and management of changes - finances, technology, skilled labour force and advertisement campaign are necessary. For merging all of the mentioned, it is necessary to have a process which enables changes and contributes to direction towards planned aims. If change supported structures are not strong enough for loss overcoming, then that change will not happen at all. This is the reason that manager should create his (her) own team and explain people his (her) intentions of reorganization, recompose and changing the system of behaviour. And even then to initiate process of intensified engagement for fulfilling the own business plan.

Medium managers are often biggest obstacle on introduction way towards changes. They are mostly confident that they are clever and hold everything under control. If their opinions are different, it is damaging the achievements of short and long-term goals. Because of this, the managers must demand for open and reversible informations, giving right for workers, partners and colleagues evaluate your managerial impact. Accepting status quo is deadly threat for managers.

"Post-industrial society", "cybernetic society", "digital", "informatic", society of knowledge and similar, are only some of the efforts to answer the structural changes in symbolic way. No matter of etymological

differences of names mentioned above, it is clearly obvious their joint answer, and that is knowledge, i.e. restructuring towards knowledge society and creative technologies. Furthermore, it means that primarily ready and capable experts come in account, i.e. the strategic cooperation of all entrepreneur infrastructure carriers. Restructuring and big changes are not happening that easy. There are few reasons. Changes can be suppressed because of paralyzing bureaucracy, culture turned against itself, national policy and ideology, low levels of trust, insufficiently developed team work, arrogant behaviour, lack of entrepreneur's ambient, i.e. general accessing human fear of changes.

Successful restructuring is based on personnel strategy, i.e. employees preparation process and surrounding for structural changes. Personnel restructuring in the company should be based on reorganization, rationalization, modernization and processes management [1].

Reorganization is about organizational structure gradual change and rationalization of business processes with purpose of better and more efficient implementation of all sources available. Gradually some of the working places (the ones of decreased work volume or changing of working technology requiring not enough work for the whole working time), are released or united.

Rationalization is achieved by better management and implementation of human potential and finances too. As inevitable product of such a process is the employees surplus of different branches, expert abilities and different levels of organizational structure.

Modernization supposes business informatization, automatization of traffic management and rehabilitation of infrastructure compounds and/or change of old technology, what will enable further decrease of employee numbers, but will also improve product qualities and company services.

Processes management is new trend and company management task. As long as reorganization is going, the following questions are asked "What is necessary to the company at this stage?" "Do I owe knowledge and abilities?" "Where to begin?" "Who is participating?" "Where the ideas for radical changes come from?" "Why and how we do what we do?" Asking these questions and answering adequately, clear rules are being established and business processes are projected for team work. It is not about rationalization or improvement, but for new business sense and provoking emotions for responsibilities share and business variety.

Authors Hammer and Champy suggest establishing of following processes: [2]

- joint identity processes directly connected to company's vision,
- primary processes connected to the product,
- logistic processes (administrative, accounting),
- forced processes, by law or internal obligatory act,
- manifestation processes (traditional, custom..).

All processes and changes base their foundations on following premises and concepts:

- from classic organizational set-up to the networking organization.
- from association on the past towards future orientation;
- from companies focused on production towards fulfilling the client's needs;
- from company in negotiating to the company in competitive surrounding;
- from all-round separation to the universal equality;
- from the work and capital to informations and scientific communication;
- from property control towards professional management;
- from individual existence to individual development;
- from discusting slavery work to comfortable free acting;
- from possessing goods to internal satisfaction;
- from company's isolation to strategic alliances and sustainable development;
- from accidental innovation to scientific innovation management;
- from economic human concept to human knowledge concept;

The mentioned concepts are also changing fast. Because of that, they need to be followed and even faster adopted.

2. NEW ROLES OF LEADERS AND MANAGERS IN MODERN BUSINESS

It is generally accepted that contemporary business need men of leader abilities. Leadership is nowadays assessed as individually most important indicator for company's business perfection. In competitive economy, foundation resource for every business system become knowledge, i.e. people which have leader's abilities. It is considered that key competitive advantage in future will be leader's and manager's ability to

create social impact for human capital's development (knowledge, ideas, innovations). Nowadays, there are numerous definitions of leadership.

- According to some authors, it is individual's behaviour who directs manager teams activities towards joint aim.[3]
- According others leadership is additional influence on managers decisions and agreements.[4]
- Process of influence on team activities towards reaching the final goal.[5]
- Leaders are ones with constant effective contribution to the society.
- Leadership is purpose providing purpose and direction of collective effort to be successful in vision achievement.[6]
- Some define leadership as act or behaviour for influencing the others.[7]

From the mentioned above, it is possible to derive one universal definition, such as: Leadership is process in which the individual affects on behaviour and people acting in order to achieve planned goal. Group or business team is context in which the leadership is occurring. It is about the influence. Without influence, leadership is not possible. Leadership is not existing without a follower. Leaders and followers should mutually understand well and mutually respect. In every situation leaders should act as there is consistence between the intention and what followers can and know. From this leadership notion, its main activities appear, such as:

- establishing of the aim,
- affirmation of group and social values,
- motivation of partners to achieve the aims,
- processes management in the way which the collective goals are done,
- achieving unity of efforts in the framework of pluralism and differentiability,
- creating ambient of mutual trust,
- innovation of knowledge,
- presenting collective interests to the society,
- collective adjustment to the local and global changes.

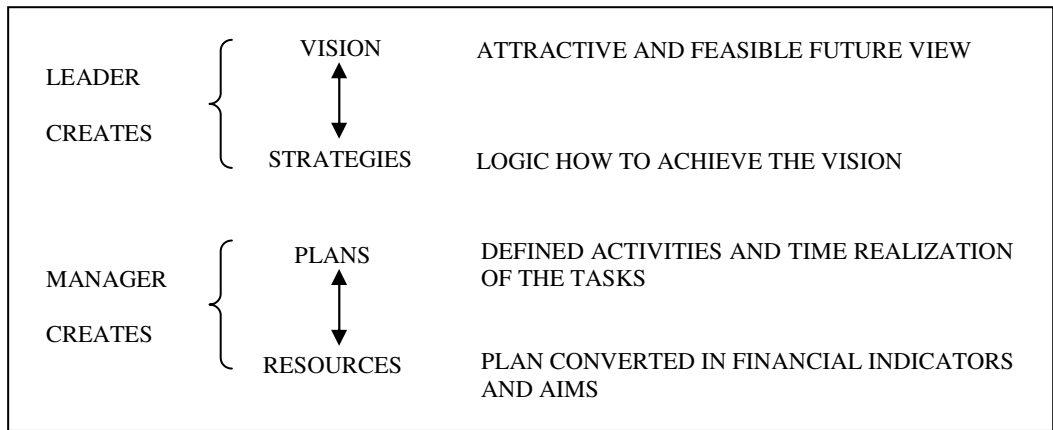
Not every manager has the leader qualities. Leaders are preoccupied with vision, people and business perfection, that includes user's satisfaction, employee, manager, local government and society, in general.[8]. Managers are mostly preoccupied with efficiency, how to execute the current work. Leader's task is to maintain group unity, while leading them to correct direction. Napoleon has stated that army of rabbits led by a lion is better than army of lions, led by a rabbit. So changes provoke problems, problems impose leadership management, management requires providing and realization of decisions.[9] In theory and practise, five leadership styles of management are recognized:[10]

- **First style** is strategic or state, referring to creation of long-term vision and strategy.
- **Second style** is built by fanatics or enthusiasts. It is featured by tight interest and mixed motives. Usually it is appearing in early stage of company development. Fanatics could become tocsic leaders if their fanaticism pushes in destructive behaviour.
- **Third style** is created by entrepreneurs carrierists preoccupied in possessing power and prestige. They intend to reach their own and wide interest, not accepting status quo and want to accept the risk of change. Their goal is to put people making decisions on every level of the company organizational structure, to make decisions as he (she) should do individually.
- **Fourth style** are managers loyal to wide social goals, have wide interests and mixed motives. They are leaders of trust, because have strong sense of responsibility and necessity for company's promoting mission.
- **Fifth style** is characterized by conservators, which intend to achieve comfort and security. His (her) features are high interest and personal motive.

Sometimes differences are dramatized between styles and roles of managers and leaders. Manager processes, and leader innovates. Manager is copy, and leader is original. Leader has focus on systems and structures, while manager is focused on people. Manager has short-term, and leader has long-terms view. Manager asks when and how, and leader asks what and why. Manager accepts status quo, and leader brings changes. General role of leaders and managers are shown on Fig. 1.

Manager is morally and legally responsible to achieve maximal interest and satisfaction of owner, client, worker and surrounding.[12] In that bonding and mutual relations it must be a satisfaction of all participants and interest parties. Kotler in his article stated as "What leaders really do" comes with a thesis that leadership and management are two different and complementary systems and that each one of them has its own features

and functions.[13] According to Kotler, management refers to planning and organizing, and leadership on vision establishment and strategy for changes processing. Manager creates ability of achieving plans, and leader connects people and creates coalition that understands the vision. Manager is relying on control and problem solution, while leaders on motivations, informing, and innovating employees knowledge.



Source: Vidoje Vujić: Menadžment promjena,
Fakultet za turistički i hotelski menadžment Opatija, Rijeka, 2008., str. 85.

Fig 1.: Leader`s and manager`s role in companies changes management process

3. NEW ASPECTS OF COMPANY RESTRUCTURING AND HUMAN CAPITAL MANAGEMENT

Strategic role of human potential function is conditioned by set of external and internal indicators. Restructuring is sudden change with no overview on previous state in business system. The process itself leads and all the managers actively participate. Based on marketing focus, new strategy is to be established and new goals are defined that should be achieved. Afterwards the business processes are managed on new way, and resources are connected, i.e. organizational structure is established and acting principles. All mentioned should be enough flexible and dynamic in order to quickly response on the requests for achieving business goals. Restructuring should remove in the same time all disturbances with the new styles of management and leadership, i.e. enable team work functioning. It is revolutionary change which essence of company action is changing.

Changes in area of human potentials management are obvious mostly in introduction of new visions and new values. Afterwards in the development and innovation of knowledge. Then in rationalization and resources use, i.e. innovations and business perfection development management. Aspects of restructuring are shown on Fig.2.

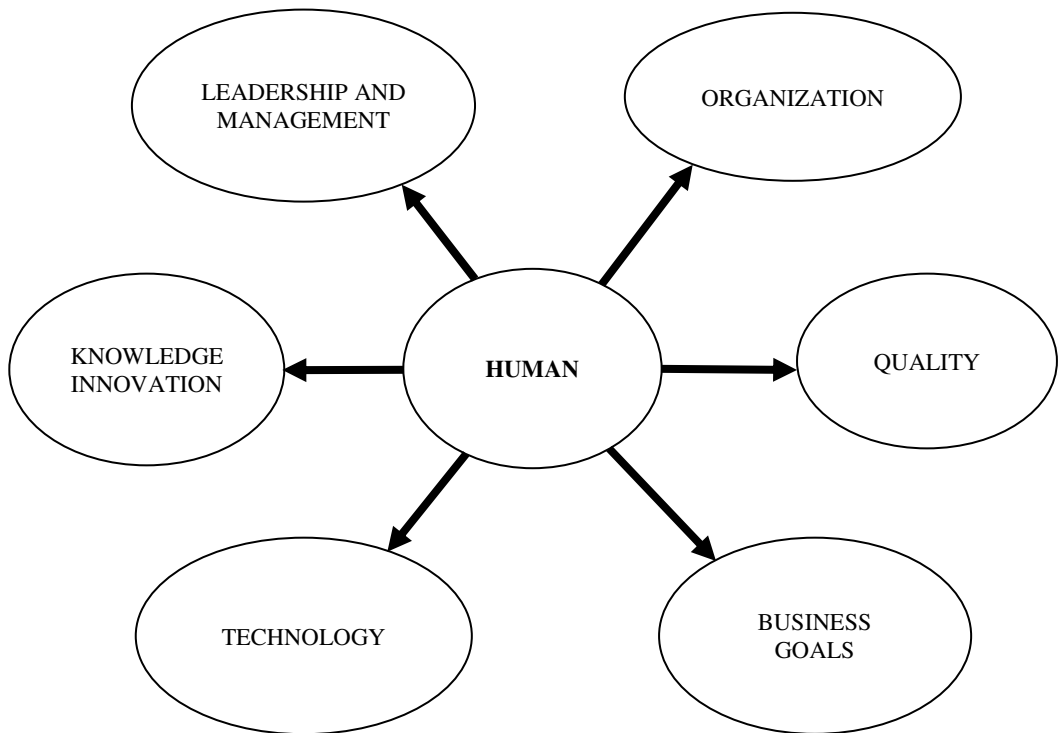


Fig 2.: Company restructuring aspects

Numerous aspects of restructuring look for new, and often expert knowledge. In this article we will not discuss for all restructuring aspects shown on Fig. 3. This discussion will be directed to complementarity of company restructuring and employees innovations of knowledge. But it is necessary to emphasize that restructuring should range technological, organizational, property and management structure. Innovation of knowledge precedes to restructuring.

According to Piter Drucker's "New society" will be „society of knowledge“. Knowledge will be its key resource, and knowledge workers will be dominant group in the framework of labour force."[14] He states that the basic characteristics of knowledge society will be:

- uncontrolled extending, because knowledge is widening and travelling faster even from the money;
- vertical movement, because knowledge is accessible to everyone through formal education which is acquired relatively easy;
- potential for failing, as well as for success, because knowledge is necessary for work, and almost everyone can obtain it and use it as "working tool", but is not guarantee for success to everyone.

These three features will contribute knowledge society to be competitive for the company and for the individuals too. Therefore every transformation will begin with innovation process of all employees, no matter of company size, their ownership, level of technological equipment, organizational wats and management, and with no exceptions.

Empirical experience is teaching us that company restructuring is complementary with human capital values evaluation. Both concepts base their implementation on same resources – people, time and technologies. Their implementation depends from the ways managers manage these still deficit resources, speaking businesswise. Growing needs are always slower than the growing possibilities of their satisfaction. All global changes lean towards the untouchable property and quality, what surely presents civilizational step to multiple and further consequences.

Basic goal of restructuring is improvement of working conditions and business perfection in critical performance measures, such as costs, quality, price and speed. Restructuring success, crucially depends on the quality of human's capital, even more than quality of management that resource. Complete restructuring basically is made of undertaking measures, referring to:

- change of labour organization – from business functions to business processes,
- change of assortment – from uniform to new products,
- change of technology – aiming to rational use of resources,

- change of roles and employees structure – from controlled to authorized actors
- change of sales channels – from activities to labour results
- change of financing and planning system – from unplanned to entrepreneur planning
- change in work preparation – preparation of work is equally important as the realization,
- change in training and knowledge – from temporary training towards constant knowledge innovation,
- change in personnel promotion – from suitability to knowledge and abilities,
- change in business culture – working for the clients, not for the superior person,
- change the way of executing managers function – from ordering to dialogue.
- change of organizational structure – from high hierarchy to lower hierarchy,

All marked changes must flow from the top to the bottom, and from the bottom to the top. It is about new challenges and scientific calculations of all business processes in the company.[15] Material forms of capital (money, machines, equipment, buildings, land, supplies) can be borrowed, credited or leased. It is not the case with human capital, it's completely different character, harder identified, even harder weighted, controlled or insured.

Knowledge and intellectual capital, even today many successful companies define it as their most valuable property. Structure of human capital elements, as non-materialized company property is shown on Fig. 3.

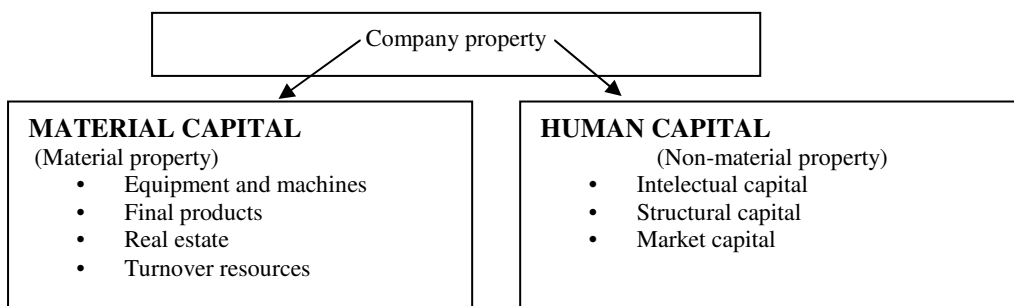


Fig 3.: Structure of company property

Material capital is invested in production means; in the production process (only) transfers its value on the new product. It is structured from equipment and machines, real estate (buildings...), final products, i.e. turnover resources.

Human capital in production process reproduces his (her) value and by that makes added value for the employer. Three non-material property sets make it: intellectual or human capital, structural or organizational capital or consumer's capital. Specificity of human capital is that companies do not possess employees but only hire their services. At the end of working day the human capital will leave the company. He (she) is always available for renting his services somewhere else and to someone else.

Intellectual capital is product of comprehensive learning that contains abilities, skills, experience, innovativity, culture and employees motivation; moving force and generator of human capital and other values in business contents. Intellectual capital is "intelligent factory" which produces ideas, innovations, programs, projects, informations, strategies, challenges, knowledge, findings, theories, various laws and regulatives.

Structural capital is actually logistic infrastructure of human capital, e.g.: processes, databases, information technologies and equipment, labour organization, implementation of quality management sets, intellectual property, experience and tradition, business culture, culture, patents, licences, and similar.

Market capital makes the client and suppliers (i.e. capital of clients or capital of inter-relation), ranging all the relations and existing connections with the clients, suppliers, business partners outside the company.

Contemporary companies in newer periods change even their own access in analyzing own business costs, costs calculations and financial strategy in general, what is again big step in restructuring activities and changes management in the company. Primarily it is emphasizing the use and implementation of knowledge, skills and employees culture, than on companies loyalty, discipline, team work, innovativity, creativity, clients satisfaction, communication contents, etc. Although all this intellectual capital carriers cannot balance classic accounting methods, it is more than obvious that those carriers mostly contribute not only to increase new created value, but primarily, to increase of company's value. Turning towards to human potentials, creative and entrepreneurs ideas, i.e. social responsibility are the first and most important steps in restructuring business processes. Mentioned findings should succeed in encouraging and initiating management and many of our enterprises to start transformation of their companies according to concept "organization which learns". Their readiness and ability to extend spiral of knowledge on a daily basis, will

inevitably become most important measure of competence and real manager expression for all future business changes that systematically, but rapidly occurring.

4. CONCLUSION

Present movement point on fast and ranging changes, i.e. domination of knowledge as basic resource on which the social and economical developments are based upon. First step in process of changes management should help the company management to recognize situation where changes are necessary and inevitable. While introduction of changes in the business system it must be an emphasize on restructuring process and on process of human capital management. Both processes are important for business perfection. In that conditions, the famous thought might come up – **without satisfied personnel there is no satisfied customer, manager, owner and surrounding.**

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WORLDWIDE IT SPENDING OUTLOOK, 2010

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***Summary:** Year 2009 was the worst year in the history of the World IT. Full recovery will be in 2012, because in 2010 and 2011 spending in IT will be less then downturn in 2009 was. Year 2009 showed that in this dark age, some technologies were applied. On the first place Cloud computing. Then every CIO must concern on cost reduction. In top 5 are: ERP, Business Inteligence and Virtualization. Social Computing has great impact on everyday life not only on the clear people, but to the employees too.*

Keywords: Business Inteligence, Cloud Computing, IT spending

1. INTRODUCTION

A slow but steady improvement in the macroeconomic environment in 2010 should support a return to modest growth in overall IT spending, according to Gartner, Inc. Worldwide IT spending will reach \$3.4 trillion in 2010, a 4.6 per cent increase from 2009.

Although modest, this projected growth represents a significant improvement from 2009, when worldwide IT spending declined 4.6 per cent. All major segments (computing hardware, software, IT services, telecom, and telecom services) are expected to grow in 2010.

Table 1. Worldwide IT Spending Forecast, 2009-2010 (Billions of US Dollars)

	2009 Spending	2009 Growth (%)	2010 Spending	2010 Growth (%)
Computing Hardware	326.4	-13.9	331.7	1.6
Software	220.7	- 2.1	231.5	4.9
IT Services	780.9	- 3.5	824.2	5.6
Telecom	1,887.7	- 3.6	1,976.6	4.7
All IT	3,215.7	-4.6	3,364.0	4.6

Source: Gartner (January 2010)

Table 2. Western Europe IT Spending Forecast, 2009-2010 (Millions of US Dollars)

	2009 Spending	2010 Spending
Computing Hardware	77,281	76,171
Software	64,880	68,359
IT Services	244,051	263,378
Telecom	432,017	452,587
All IT	818,229	860,495

Source: Gartner (January 2010)

IT spending growth in emerging markets (with the exception of central and eastern Europe and some of the Gulf states) is expected to lead the way, with spending forecast to grow 9.3 per cent in Latin America, 7.7 per cent in the Middle East and Africa and 7 per cent in Asia/Pacific. Recovery in Western Europe, the United

States and Japan will start more slowly, with Western Europe increasing 5.2 per cent, the US growing 2.5 per cent, and Japan increasing 1.8 per cent.

Table 3. Worldwide: IT Spending by Region, 2008-2010 and 2013 (Billions of Dollars)

	2009	2010
Western Europe	818.2	860.5
Eastern Europe	138.5	137.4
Middle East and Africa	204.6	220.3
Worldwide	3,215.7	3,364.1

Source: Gartner (December 2009)

2. GARTNER KEY PREDICTIONS FOR IT ORGANISATIONS AND USERS IN 2010 AND BEYOND

Gartner's top predictions are intended to compel readers to action and to position themselves to take advantage of coming changes, not to be damaged by them. Gartner's top predictions for 2010 and beyond include:

- **By 2012, 20 per cent of businesses will own no IT assets.** Several interrelated trends are driving the movement toward decreased IT hardware assets, such as virtualization, cloud-enabled services, and employees running personal desktops and notebook systems on corporate networks. The need for computing hardware, either in a data centre or on an employee's desk, will not go away. However, if the ownership of hardware shifts to third parties, then there will be major shifts throughout every facet of the IT hardware industry. For example, enterprise IT budgets will either be shrunk or reallocated to more-strategic projects; enterprise IT staff will either be reduced or re-skilled to meet new requirements, and/or hardware distribution will have to change radically to meet the requirements of the new IT hardware buying points.
- **By 2012, India-centric IT services companies will represent 20 per cent of the leading cloud aggregators in the market (through cloud service offerings).** Gartner is seeing India-centric IT services companies leveraging established market positions and levels of trust to explore nonlinear revenue growth models (which are not directly correlated to labour-based growth) and working on interesting research and development (R&D) efforts, especially in the area of cloud computing. The collective work from India-centric vendors represents an important segment of the market's cloud aggregators, which will offer cloud-enabled outsourcing options (also known as cloud services).
- **By 2012, Facebook will become the hub for social network integration and web socialization.** Through Facebook Connect and other similar mechanisms, Facebook will support and take a leading role in developing the distributed, interoperable social web. As Facebook continues to grow and outnumber other social networks, this interoperability will become critical to the success and survival of other social networks, communication channels and media sites. Other social networks (including Twitter) will continue to develop, seeking further adoption and specializations with communication or content areas, but Facebook will represent a common denominator for all of them.
- **Internet marketing will be regulated by 2015, controlling more than \$250 billion in internet marketing spending worldwide.** Despite international efforts to eliminate "spam," marketing "clutter" is abundant in every marketing channel. Pressure for greater accountability means the backlash from annoyed consumers will eventually drive legislation to regulate Internet marketing. Companies that focus primarily on the Internet for marketing purposes could find themselves unable to market effectively to customers, putting themselves at a competitive disadvantage when new regulations take effect. Although experiencing high growth, vendors who focus solely on, and sell predominately to, Internet marketing solutions could find themselves faced with a declining market, as companies shift marketing funds to other channels to compensate.
- **By 2014, over 3 billion of the world's adult population will be able to transact electronically via mobile or Internet technology.** Emerging economies will see rapidly rising mobile and Internet adoption through 2014. At the same time, advances in mobile payment, commerce and banking are making it easier to electronically transact via mobile or PC Internet. Combining these two trends creates a situation in which a significant majority of the world's adult population will be able to electronically transact by 2014.

Gartner research predicts that by 2014, there will be a 90 per cent mobile penetration rate and 6.5 billion mobile connections. Penetration will not be uniform, as continents like Asia (excluding Japan) will see a 68 per cent penetration and Africa will see a 56 per cent mobile penetration. Although not every individual with a mobile phone or Internet access will transact electronically, each will have the ability to do so. Cash transactions will remain dominant in emerging markets by 2014, but the foundation for electronic transactions will be well under way for much of the adult world.

- **By 2015, context will be as influential to mobile consumer services and relationships as search engines are to the web.** Whereas search provides the "key" to organizing information and services for the web, context will provide the "key" to delivering hyperpersonalised experiences across smartphones and any session or experience an end user has with information technology. Search centred on creating content that drew attention and could be analyzed. Context will centre on observing patterns, particularly location, presence and social interactions. Furthermore, whereas search was based on a "pull" of information from the web, context-enriched services will, in many cases, pre-populate or push information to users.

The most powerful position in the context business model will be a context provider. Web, device, social platforms, telecom service providers, enterprise software vendors and communication infrastructure vendors will compete to become significant context providers during the next three years. Any web vendor that does not become a context provider risks handing over effective customer ownership to a context provider, which would impact the vendor's mobile and classic web businesses.

- **By 2013, mobile phones will overtake PCs as the most common web access device worldwide.** According to Gartner's PC installed base forecast, the total number of PCs in use will reach 1.78 billion units in 2013. By 2013, the combined installed base of smartphones and browser-equipped enhanced phones will exceed 1.82 billion units and will be greater than the installed base for PCs thereafter. Mobile web users are typically prepared to make fewer clicks on a website than users accessing sites from a PC. Although a growing number of websites and web-based applications offer support for small-form-factor mobile devices, many still do not. Websites not optimized for the smaller-screen formats will become a market barrier for their owners - much content and many sites will need to be reformatted/rebuilt.

3. MOBILE INDUSTRY

3.1 Application Stores

Consumers will spend \$6.2 billion in 2010 in mobile application stores while advertising revenue is expected to generate \$0.6 billion worldwide, according to Gartner, Inc. Analysts said mobile application stores will exceed 4.5 billion downloads in 2010, eight out of ten of which will be free to end users.

Table 4. Mobile Application Stores' Number of Downloads and Revenue, Worldwide

	2009	2010	2013
Downloads (in M)	2,516	4,507	21,646
Total revenue (in \$M)	4,237.80	6,770.40	29,479.30

Source: Gartner (December 2009)

3.2 Worldwide Mobile Terminal and Smartphone Sales to End Users, 2009

Worldwide mobile phone sales to end users totalled 1.211 billion units in 2009, a 0.9 per cent decline from 2008, according to Gartner, Inc. In the fourth quarter of 2009, the market registered a single-digit growth as mobile phone sales to end users surpassed 340 million units, an 8.3 per cent increase from the fourth quarter of 2008.

The mobile devices market finished on a very positive note, driven by growth in smartphones and low-end devices. Smartphone sales to end users continued their strong growth in the fourth quarter of 2009, totalling 53.8 million units, up 41.1 per cent from the same period in 2008. In 2009, smartphone sales reached 172.4 million units, a 23.8 per cent increase from 2008.

Table 5. Worldwide Mobile Terminal Sales to End Users in 2009 (Thousands of Units)

Company	2009 Sales	2009 Market Share (%)	2008 Sales	2008 Market Share (%)
Nokia	440,881.6	36.4	472,314.9	38.6
Samsung	235,772.0	19.5	199,324.3	16.3
LG	122,055.3	10.1	102,789.1	8.4
Motorola	58,475.2	4.8	106,522.4	8.7
Sony Ericsson	54,873.4	4.5	93,106.1	7.6
Others	299,179.2	24.7	248,196.1	20.3
Total	1,211,236.6	100.0	1,222,252.9	100.0

Note* This table includes iDEN shipments, but excludes ODM to OEM shipments.

Source: Gartner (February 2010)

Table 6. Worldwide Smartphone Sales to End Users by Operating System in 2009 (Thousands of Units)

Company	2009 Units	2009 Market Share (%)	2008 Units	2008 Market Share (%)
Symbian	80,878.6	46.9	72,933.5	52.4
Research In Motion	34,346.6	19.9	23,149.0	16.6
iPhone OS	24,889.8	14.4	11,417.5	8.2
Microsoft Windows Mobile	15,027.6	8.7	16,498.1	11.8
Linux	8,126.5	4.7	10,622.4	7.6
Android	6,798.4	3.9	640.5	0.5
WebOS	1,193.2	0.7	NA	NA
Other OSs	1,112.4	0.6	4,026.9	2.9
Total	172,373.1	100.0	139,287.9	100.0

Source: Gartner (February 2010)

3.4 Consumer Electronics

Semiconductor consumption for use in the production of consumer electronics products amounted to \$39.5 billion in sales in 2009, down by 14.2 per cent from 2008. Some of the consumer electronics products forecasts include:

Table 7. Blue-ray Players Production Forecast, Worldwide, 2009-2013

	2009	2010	2011	2012	2013
Units (K)	8,340.00	13,300.00	19,180.00	23,900.00	27,400.00
Semiconductor Revenue (\$M)	639.24	864.41	1,008.81	1,121.63	1,124.30

Note: Units refer to production, not shipments.

Source: Gartner (January 2010)

Digital Still Camera Production Forecast, Worldwide, 2009-2013

	2009	2010	2011	2012	2013
Units (K)	107,100.00	116,600.00	124,500.00	128,900.00	132,800.00
Semiconductor Revenue (\$M)	4,151.12	4,432.27	4,721.06	4,784.57	4,744.49

Note: Units refer to production, not shipments.

Source: Gartner (January 2010)

DVD Players Production Forecast, Worldwide, 2009-2013

	2009	2010	2011	2012	2013
Units (K)	64,100.00	59,330.00	53,500.00	45,200.00	34,600.00
Semiconductor Revenue (\$M)	1,418.95	1,275.67	1,167.14	968.43	721.25

Note: Units refer to production, not shipments.

Source: Gartner (January 2010)

LCD TV Production Forecast, Worldwide, 2009-2013

	2009	2010	2011	2012	2013
Units (K)	127,911.00	148,376.76	169,891.39	185,579.44	195,349.98
Semiconductor Revenue (\$M)	7,164.75	9,365.35	10,586.90	11,519.85	11,740.84

Note: Units refer to production, not shipments.

Source: Gartner (January 2010)

	2009	2010	2011	2012	2013
Units (K)	42,228.00	48,397.00	57,698.80	62,977.80	70,840.30
Semiconductor Revenue (\$M)	1,776.61	1,956.48	2,258.29	2,415.78	2,536.39

Note: Units refer to production, not shipments.

Source: Gartner (January 2010)

4. SECURITY

The security software market will grow to more than \$21.8 billion by 2013. The deep economic recession most developed regions experienced will likely impact security markets in 2009; however, they will remain one of the highest-growing markets in 2009 and 2010.

Table 8. Total Security Revenue by Subsegment, 2008-2013 (Millions of US Dollars)

Subsegment	2008	2009	2010	2011	2012	2013
Consumer Security Software	3,471.2	3,598.2	3,902.2	4,185.8	4,448.9	4,663.7
Endpoint Protection Platform (Enterprise)	2,711.1	2,712.9	2,816.3	2,920.3	3,005.5	3,076.9
Other Security Software	2,167.4	2,412.9	2,806.1	3,198.4	3,598.6	3,983.9
Secure Web Gateway	1,065.0	1,225.3	1,464.0	1,716.4	1,972.1	2,235.2
E-Mail Security Boundary	1,035.7	1,169.2	1,378.1	1,587.4	1,804.8	2,028.7
UP	898.2	946.6	1,039.6	1,121.9	1,195.3	1,259.6
SIEM	520.6	578.8	669.2	756.5	844.4	927.1
WAM	544.9	542.5	564.3	584.0	599.7	611.8
Appliance - SIEM	398.8	506.3	667.5	853.9	1,065.3	1,306.5
Appliance - E-Mail Security Boundary	373.0	463.7	594.3	742.1	908.1	1,090.4
Appliance - Secure Web Gateway	295.0	341.6	416.3	497.8	585.3	678.6
Total	13,480.7	14,498.0	16,317.9	18,164.4	20,028.1	21,862.5

SIEM = security information and event management

UP = user provisioning

WAM = Web access management

Source: Gartner (September 2009)

Total Security Revenue and Annual Growth by Region, 2008-2013 (Millions of US Dollars)

Region	2008	2009	2010	2011	2012	2013
North America	6,255.9	6,950.2	7,857.3	8,848.3	9,842.7	10,806.9
Europe	4,433.4	4,420.1	4,922.3	5,309.4	5,691.5	6,061.8
Asia/Pacific	1,080.9	1,249.1	1,476.4	1,727.8	1,993.7	2,266.1
Japan	1,116.7	1,198.9	1,242.3	1,313.2	1,381.1	1,448.8
Latin America	374.7	443.6	535.2	638.2	748.3	865.1
Middle East and Africa	219.2	236.2	284.4	327.4	370.8	413.7
Total	13,480.7	14,498.0	16,317.9	18,164.4	20,028.1	21,862.5

Source: Gartner (September 2009)

5. CLOUD COMPUTING

Interest among organizations in cloud computing and cloud services has exploded in the past 18 months. IT services companies looking to leverage this interest need to examine both the opportunities and threats this new wave of IT is creating. Gartner's key findings include:

- The worldwide market for IT services related to cloud computing and cloud services is currently worth almost \$2.4 billion.
- By 2013, the market will be worth almost \$8.1 billion.
- Services related to the implementation of cloud computing and cloud services — including via commercial cloud service and software as a service (SaaS) providers and "private" deployments — will constitute the largest element of the overall IT services opportunity related to the cloud.
- Management services, such as application management, will be among the traditional IT services areas most negatively impacted by cloud computing.

Table 9. IT Services Related to Cloud Computing, Worldwide, 2009-2013 (Millions of Dollars)

	2009	2010	2011	2012	2013
Consulting	508	763	1,023	1,365	1,798
Implementation	1,555	2,086	2,774	3,735	5,154
Management	323	436	593	807	1,114
Total IT Services Related to Cloud Computing	2,386	3,285	4,390	5,907	8,066

Source: Gartner (October 2009)

Worldwide software as a service (SaaS) revenue is forecast to reach \$8.8 billion in 2010, a 17 per cent increase from 2009 revenue of \$7.5 billion, according to Gartner, Inc. The market will show consistent growth through 2013 when worldwide SaaS revenue will total over \$14 billion for the enterprise application markets.

Table 10. Software Revenue Forecast for SaaS Delivery Within the Enterprise Application Software Markets, 2008-2013 (Millions of Dollars)

	2008	2009	2010	2011	2012	2013
CCC	2,143	2,573	3,148	3,826	4,770	5,617
Office Suites	56	68	100	149	197	246
DCC	44	62	90	142	205	274
CRM	1,872	2,281	2,628	3,022	3,556	4,103
ERP	1,176	1,239	1,311	1,415	1,535	1,673
SCM	710	826	943	1,081	1,227	1,409
Other Application Software	387	472	579	718	896	1,121
Total Enterprise Software	6,388	7,521	8,798	10,353	12,386	14,442

Source: Gartner (October 2009)

5.1 Gartner Predictions on Cloud Computing

Awareness of cloud computing continues to increase, as does the subsequent confusion and a gradual understanding of the inevitability of many of the concepts. As cloud begins to move beyond the pure hype stage and into the beginning of mainstream adoption, enterprises need to better understand the future of this important phenomenon.

- **Through 2012, Global 1000 IT organizations will spend more money building private cloud-computing services than on offerings from public cloud-computing service providers.**

Cloud computing has a promising future, but many large organizations will invest in the near-term on private cloud-computing services, especially in the area of infrastructure as a service. Virtualisation of servers and storage will be the basis for most (but not all) of these architectures, but virtualisation alone is not sufficient. Large organizations will be investing in technologies that enable service automation, chargeback and self-service.

Private cloud computing will not make sense for all organizations. Private cloud computing will primarily make sense for larger organizations, and organizations with unique security and service requirements.

- **By 2012, the visibility and transparency of cloud-computing service costs will be a key impetus for 50 per cent of CIOs of the Global 1000 to measure and track their internal service costs — a five times increase when compared to 2008.**

Today, the majority of CIOs do not have a good understanding of the costs for providing IT services internally to their enterprises. Gartner estimates about 10 per cent of Global 2000 CIOs understand their costs. In contrast, the costs of cloud services are completely transparent; organizations seeking to buy cloud services pay a specific amount set by the cloud provider according to certain criteria like volume and service levels. CFOs looking for cost savings are increasingly interested in cloud services.

- **Through 2013, most enterprise cloud users will fail to reduce infrastructure costs by more than 20 per cent.**

Outsourcers will use these efficiencies to reduce the cost of delivery of infrastructure as a service. If they can erect barriers to transition, they will be able to avoid passing these benefits on to the customer. These barriers will stem from attributes of legacy applications that require compromises in cloud flexibility to run effectively.

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INNOVATION POLICY IN UKRAINE: THE STATE AND THE WAITING FOR FUTURE

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***Summary:** Despite some successful stabilization of microeconomic indicators, it has not been possible to achieve some appreciable results in exporting the innovation production and creation of favorable conditions for the innovative activity of domestic manufacturers in Ukraine for the past years. Unfortunately, Ukraine's innovation sphere has not yet become truly inviting both for domestic and foreign investors as well. Such position is largely related to the limited capacity of the state to allocate financial flows in the innovation development of economy. It means the developed countries' experience suggests, considerably exceeds the resources required to promote the traditional scientific and technical policy, and to short attention from the state to encouraging the international cooperation in the innovation sphere to the satisfaction of mutual interests of domestic and foreign collaborators.*

***Key words:** innovation police, innovation system, innovation structure, innovation culture*

1. INTRODUCTION

Many experts in Ukraine believe that the main reason of hampering the innovation development in the country is financial resources shortage. But little attention is paid to a reduced demand for scientific and technical production from the state and entrepreneurial sector, deterioration of attribute characteristics of scientific personnel and material and technical basis of researches and other not less important reasons.

Despite some successful stabilization of microeconomic indicators, it has not been possible to achieve some appreciable results in exporting the innovation production and creation of favorable conditions for the innovative activity of domestic manufacturers in Ukraine for the past years. Unfortunately, Ukraine's innovation sphere has not yet become truly inviting both for domestic and foreign investors as well. Such position is largely related to the limited capacity of the state to allocate financial flows in the innovation development of economy, which amount, as the developed countries' experience suggests, considerably exceeds the resources required to promote the traditional scientific and technical policy, and to short attention from the state to encouraging the international cooperation in the innovation sphere to the satisfaction of mutual interests of domestic and foreign collaborators. That's why it is necessary to develop and improve National Innovation System of Ukraine.

The Conception of Development for Ukraine's Innovation System was approved by Cabinet Ukraine on 17 June 2009. The terms and definitions of this Conception are mainly used which are set forth in the laws of Ukraine "On Scientific and Scientific-Technical Activities" (No. 1977 dated 13.12.1991), "On Innovative Activity" (No. 40 dated 04.07.2002), "On Priorities of Innovative Activity in Ukraine" (No. 433 dated 16.01.2003), in the Classifiers of Types of Economic Activities (Order by Derzhstandard dated 22.10.1996 No. 441) and also in "Frascati Manual", (OECD, Paris, 2002) and "Oslo Manual" (OECD: Paris. – 2005. – P. 32–33).

The term National Innovation System is understood as an aggregate of individuals and legal entities who invest both direct and indirect their time as well creative, material, financial, political and other endeavors to

generate and disseminate scientific knowledge and new technologies. As a system of institutions, it forms the basis dedicated to the government, business, science, education, investors, lawmakers, nongovernmental organizations and other persons for developing and realization of policy and specific measures influencing the country's innovation development.

2. MAIN ELEMENTS OF UKRAINIAN NATIONAL INNOVATION SYSTEM

- I. Public Administration Regarding Innovations.**
- II. Regional Support for Innovations.**
- III. Supporting Public Infrastructure for Innovations.**
- IV. Research Support for Development and Implementation of Government Policies Regarding Innovations.**
- V. Legislative Support for Innovations.**
- VI. Financial Sources of Innovations.**

Institutional hierarchy of innovations organization in Ukraine

I. Public Administration Regarding Innovations.

Function 1.

Formation of public innovation policy.

First (the highest) administration level:

Verkhovna Rada (Ukrainian Parliament).

Second administration level:

Science and Education Committee.

Office functions are performed by Committee's Staff.

Third administration level:

Subcommittee for innovations.

Subcommittee for intellectual property.

Function 2.

Implementation of public innovation policy.

First (the highest) administration level:

Cabinet of Ministers of Ukraine.

Second administration level:

Central executive government bodies (ministries and authorities):

Government agency for investments and innovations.

Third administration level:

Ukrainian State Company for Innovations.

Ministry of Education and Science.

Department for Innovative Development;

State Center for Scientific, Technical and Innovations Assessment;

State Department for Intellectual Property.

Ministry of Industrial Policies.

Department for Research, Technical and Innovations Support.

Ministry of Economy.

Department for Special Economic Zones and Technological Parks.

State Statistics Committee.

Statistics Institute .

Laboratory of Science and Innovations Statistics.

State Committee for Entrepreneurship and Regulatory Policies.

Interagency Commission for the Support of Technological Parks

(related to the Vice Prime Minister in Humanitarian Issues).

II. Regional Support for Innovations.

Local authorities:

Local (regional) councils of deputies.

Permanent commissions in science and education.

Local (regional) administrations.

Offices and departments of economy, science, innovations, regional development.

Regional structures of national institutions.

Research centres of the National Academy and Ministry of Education and Science;

Regional offices of Ukrainian State Innovations Company.

Infrastructure for innovations.
technological parks;
innovation centres;
centres for entrepreneurship;
business incubators.

III. Supporting Public Infrastructure for Innovations.

Association of research and innovation societies.
Association's regional offices.
Ukrainian Association of Business Incubators and Innovation Centres.
Public academies.
Technological Academy;
Engineering Academy;
Crimean Academy of Science.

IV. Research Support for Development and Implementation of Government Policy Regarding Innovations.

Ukrainian National Academy of Science.
Research institutes:
G.M. Dobrov Centre for Study of Scientific and Technical Potential and History of Science.
Department for Issues of Economy's Innovative Development.
Institute of Economy and Forecasting.
Department of Scientific and Technological Forecasting.
Centre for Intellectual Property.
Innovations Centre.
Centre for Applied Information Science.
Ministry of the Economy.
Economic Research Institute.
Department for Scientific, Technical and Innovative Development.
State Research Institute for Informational Support and Modelling in the Economy.
Research and Applied Science Journals:
«Наука и науковедение» (Science);
«Наука и инновации» (Science and Innovations);
«Проблемы науки» (Scientific Issues);
«Интеллектуальная собственность» (Intellectual Property);
«Изобретатель и рационализатор» (Inventor and Innovator).

3. WAYS AND MEANS OF PROBLEM SOLUTION

The main tasks which tackling would foster the innovation development are as follows:

- structural transformation of national economy;
- organization of adaptive infrastructure for the innovation activity;
- purposeful training of highly skilled personnel for high tech branches as well as innovation business managers;
- formation of innovation production market where it would be provided a proper level of intellectual property protection;
- extensive use of information and communication technologies in all economic branches and social life spheres;
- improvement of the state support system and innovative activity management;
- sophistication of innovative culture.

The terms of legal protection of intellectual property in Ukraine do not comply with the assignments of national innovation system development, intellectual property and intangible assets are not accounted in a proper way. This is a reason of low patenting activity of scientific and research units and of the fact that a share of intellectual property and intangible assets in the fixed assets recorded in accounting reports is extremely low.

As of today, a clear system of development, reviewing and approval of the state-level programs at the state bodies and authorities is not available in Ukraine.

Standard stages and procedures, key principles of programmed objective management are not observed on development and realization of programs: purposefulness, completeness, alternativeness and manageability of programs.

The development of draft social and economic programs is carried out on the alternative-free principles, not on the competition basis and without the state appraisal.

In the law of Ukraine "On the State's Special Purpose Programs" it is not accounted a number of key principles of program objective management, not even mentioned the bodies for programs management, which breaches a principle of program controllability. Charging the Cabinet of Ministers of Ukraine, the state customers and program managers with control over the realization of State Special Purpose Programs does not solve the matter of organization, coordination and operational control which, in accordance with the best experience of practical development and implementation of special purpose programs should be vested in coordination (scientific and technical) councils, their working bodies, leading scientific organizations (main developers) for the programs.

An innovation model of economy development in Ukraine cannot be introduced unless a certain level of domestic goods and services compatibility is arrived on the world market. The basis of such compatibility is the latter on the domestic market.

Given the key role of mechanical engineering for technological re-equipping of all productive branches, it is necessary to ensure the building-up of the branch in question by growing an innovative level of respective enterprises at a pace at least twice of the same of overall industrial production to have a share of mechanical engineering in the whole industrial structure at 35-40% in 2015. An increase in the output per one employee in the mechanical engineering should be by 2–2.5 larger, at that the most high tech and scientific-intensive branches of mechanical engineering system as well as instrument production should develop at a growing rate. A share of the fifth and sixth technological modes has to grow to achieve 15-20% (3-4 time increase). It has to be organized at least 5 million high- and middle- tech jobs inviting to qualified specialists in Ukraine.

It is necessary to ensure the implementation of State Program on Restructuring of Shipbuilding and Defense Productive Sectors approved by the Cabinet of Ministers of Ukraine. At that, export should be diversified to have in its mix a gradually increasing share of more fully processed products with a relatively large value added – machinery, equipment and mechanisms, vehicles, devices and gear. Their share has by 2015 to arrive at 40-45 %.

A focus of the domestic production at satisfaction of domestic market needs has to shift to be at increase of 80-85 %.

Given the considerable capacity of the domestic market (47 million consumers), a share of the light industry has to increase twice, the food one to grow by 25% and to be of 23% of the total output. Due to increase in shares of the specified branches, a share of ferrous metallurgy has to accordingly fall to 17%, energy sector to 15% and fuel industry – to 8% of the total output.

It is necessary, by optimization of fuel and energy structure balance, to make it close to the national resource base, to keep a share of scarce natural gas in the energy carrier consumption structure at a level of 22-23%, to increase an output of coal production not less than by 115 million tons to have a share of 35% of own coals in the fuel and energy balance, to build up oil and gas extraction by intensification of active fields, to search and explore new promising oil and gas extraction regions, to ensure the development of recoverable energy sources and new alternative supply sources of hydrocarbon resources – biogas, methane of coal fields, assist gases of oil extraction and to increase their share in fuel and energy structure balance of Ukraine from 0.8% in 2009 to 2.9% in 2015.

An increase in use of non-traditional and recoverable energy sources and transition to energy-saving model of the economy development is getting the fundamental importance.

A main focus of heavy industry branches development should be directed at production quality, shifting to environmentally friendly technologies. The metallurgical complex should experience the intensified development of powder and non-ferrous metallurgy, in particular, smelting of aluminum and titanium alloys, the introduction of continuous processes of steel pouring, establishment of production of high quality car-intended sheets, corrosion-resistant steel for oil and gas pipelines, high-test of oil and gas assortment pipes.

Modern high-performance biotechnologies should be used by agricultural complex, food and medical pharmaceutical industries in the quickest way.

The coal industry restructuring should be carried out, problems of enhancing the reliability of atomic stations operation and ecological matters of fuel and energy complex should be solved on the innovative basis. The chemical industry structure must be improved in such a way which allows Ukraine in the nearest future to satisfy its needs in mineral fertilizers, chemical plant protection means and to provide the light industry with domestic raw material at maximum (synthetic fibers, colorants, subsidiary chemicals).

The most important trends in developing the transport-motorway complex should be represented by building up of international transport corridors, technical upgrading of transport of all kinds, establishment of

European-level service system for its maintenance, introduction of modern communications, advanced navigational systems and devices, elaboration of new domestic technologies and machinery and mechanisms for construction, repairs and maintenance of motorways, implementation of new technologies on the transport services markets, improvement of referenced legal base for the transport-motorway complex and making it complied with the requirements of the European Union.

The technological re-equipping has to result in reduction in a share of worn-out fixed assets of Ukraine's production capacity by 20% on the average and in an increase in efficiency of labor employment by 2.5.

The building-up of high-performance telecommunication system, application of advanced techniques of information transmission and processing in all human activity spheres, provision of the quickest integration of Ukraine in the global information network need the top-priority attention. It is necessary to form a national system of automated search, collection, accumulation, analytical processing and storage, dissemination and provision of information in the scientific-technological and innovation development domain, a unified a system of the state's electronic information resources.

The adaptive infrastructure of innovative activity can exist, if a line "science-technology-market" is well organized. This cannot be achieved without resorting to the venture industry that is without founding private investment companies which activities are supported by social and public funds.

A share of venture investments in high tech production should be built up at such pace just to arrive at 70% of total investment amount. One of the tools for encouraging the appearance of venture industry is the stock market. As the venture financing permits the involvement of an investor in the management of entity in which development the funds have been invested, this promotes the share capital movements both on the national and international scale.

As a result of direction of attention toward the venture financing, a decrease in number of jobs normally takes place at large industrial companies, diversification of the latter and equilateral establishment of small and middle independent companies entering the market of new technologies to manufacture competitive products. The process of economy restructuring is accelerated and largely becomes that thing which is self-organizing resulting in the appearance of significant number of jobs where goods and services with high value added are produced.

An essential element of foundation of venture business industry is such innovative structures as techno parks (technological and scientific parks) and innovative business hatches.

Provision of required educational level of the national innovation system should be in line with the world trends in norms and standards. The reforming of system of personnel training, given the introduction of European standards, should be based on the principle of compatibility, logicity and competitiveness of domestic education system which at the same time would retain the country's cultural realities. It is expected to have understandable and easily comparable levels of education, to increase the mobility of instructors and students, to encourage the studying within the whole life, to enhance the attractiveness of European region for higher education and to ensure its transparent and quality propositions for people all over the world.

Relying on the traditions accumulated in the domestic educational system, it is necessary to create the conditions for making a level and quality of educational capacity and the state provision with personnel complied with the requirements of innovation-directed economy.

There is a need to establish a system of preparation and in-course training of innovative activity's managerial experts.

As the foreign and domestic experience suggests, becoming proficient in modern knowledge on the innovative activity management and its fruitful use by managers, businessmen, administrators and experts is a prerequisite and at the same time the most important resource of economic growth in enterprising, its provision with sufficient competitiveness both on the domestic and international markets. It is of great importance for all active spheres as the innovative production and innovative technologies are increasingly spread.

In the developed countries various systems of preparatory and in-course training of innovative activity's managerial experts have been formed, considerable funds are contributed to this business which became an integral part of work on personnel. It is believed that funds investment in the preparatory and in-course training of managers, especially in the innovative activity orb, is economically well repaid in compare with all other investment types. Moreover, more intensified development of innovative field enabled by in-course training of managers encourages the effective solution of unemployment elimination, appearance of jobs inviting to qualified specialists.

The national innovation system may be developed only under the condition of improvement of innovation culture of all entities engaged in the innovative process. At that, the innovation culture should be understood broadly. The improvement of innovation culture depends on such activity fields: educational, administrative, legal.

In general, a high level of innovation culture means the fundamental understanding of its close connections with the society, namely proper understanding of the best principles of social cooperation, importance of social responsibility idea, of being proficient in social success technologies.

The achievement and maintenance of high level of labor innovation culture need some substantial contribution to perfection of labor skills, better understanding of an enterprise management objectives, capability to effectively exchange new ideas and experience in respect of applying the innovation.

With an intention to concentrate the nation's overall intellectual potential, all branches of the state administration on realization of transition to the innovation model of economy development, it is necessary to take a set of measures aimed at improvement of managerial and legal culture of experts, officials of the state machinery. Some of them should be of top-priority:

- arrangement of in-course training of staffers of ministers and other central executive authorities to be proficient in the principles of innovation management, modern conceptions of innovative processes in the economy and tools of implementation of the state's scientific-technological policies;
- broad practice application of modern information technologies to the public administration, development of referenced legal base to move the public administration system in paperless documents circulation;
- fundamental improvement of system of analyzing and distribution of scientific-technical information to make it open to general use by broad public stratum;
- creation of efficient incentives and realistic opportunities to introduce each of managerial staff, of qualified specialists into the system of continuous studying and in-course training;
- wide involvement and stimulation of scientists and qualified specialists in popularization of scientific knowledge, everybody's personal participation in improvement of public economic and information literacy, which should be considered an honorable civic duty;
- purposeful work on improvement of culture and legal literacy of all population sectors and especially, founders of the economy's innovative processes;
- the improvement of legal literacy in Ukraine needs not only familiarization with the effective laws, but purposeful work to accommodate the domestic legal provisions to the requirements of the economy innovation transformation, their harmonization with the international law.

4. EXPECTED RESULTS OF IMPLEMENTATION OF CONCEPTION PROVISIONS

Making of purposeful structural-functional changes to the economy has to result in fundamental change of state of all economic branches, inclusive of services sector and at the same time in increase of innovative factor in GDP growth. It should be not less than 35-40% of total GDP growth within the first five years.

To raise a level of innovative activity management, it should be constantly carried out:

- marketing of innovative products;
- innovation management;
- measures on intellectual property development, use and protection;
- management of innovation projects, programs;
- investment in innovation projects, programs;
- commercialization of results of scientific-technical designs.

To intensify the international cooperation in the innovation sphere, to:

- use the world practice of innovations commercialization, which covers the overall innovation cycle from fundamental researches to sales of finished products on the world market, inclusive of marketing science-intensive goods and services;
- provide the support for entering Ukrainian innovation products the world markets with creation of friendly environment for growth in innovative activities of foreign establishments of Ukraine and application of advanced foreign technologies by Ukrainian industry, including those on the ground of foreign licenses;
- involve direct and portfolio investments in high tech branches of Ukrainian economy as well as in development of domestic innovation system approaching the world standards;
- encourage the establishment innovative-technological and scientific research structures joint with foreign firms in the territory of Ukraine, primarily with participation of venture capital and private investors as well as support the foundation of affiliates of Ukrainian scientific-technological and innovation firms abroad.

DIFFERENCES OF BANKS EFFICIENCY AMONG NEW AND OLD EU MEMBER STATES

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Summary: The goal of our study was to examine the banks' efficiency in the EU27 member states in the years 2005 to 2008 after the fifth substantial enlargement of the EU. We were interested in the differences of the banks' efficiency among the EU 27 member states and especially in the differences between old and new EU member states. For the measure of efficiency we apply the data envelopment analysis (DEA) a non-parametric method. We use the "intermediation approach" to measure how efficient are banks in transforming inputs into outputs. In our data set we included 2784 commercial, savings and cooperative banks. We found large differences of efficiency among the old EU member states. The average efficiency improved from 2005 until 2008, but the differences have not lowered. The efficiencies among the new member states are more homogeneous. We can also see that the differences in efficiency have lowered from the year 2005 to 2008. The average efficiencies of the new member states has also improved in the observed years and almost reaches the efficiency of the old member states.

Keywords: bank efficiency, banking system, data envelopment analysis, EU member states

1. INTRODUCTION

In the last two decades the banking markets in the European countries was a subject of big changes. Almost all new EU member states faced a huge transformation that corresponded with big political and economic changes in these countries that converted from a planned or semi-command to a market oriented economy. This change forced the banking systems to develop in a way to satisfy the new demand for financial services. The second step of evolution of banking systems, especially in new but also in old EU member states was to fulfill the requirements of the global EU financial market. The most important treaties' and evolvments that marked this evolution was; a White Paper on financial Integration in 1983, the 1986 Single European Act, the Council directive on the liberalization of capital movements in 1998, the formation of the Euro in 1999, and the financial services action plan. The legal barriers to an integrated banking have been progressively dismantled [1].

All this changes had an impact on banks performance and efficiency. Banks have an essential role in financing the companies that drive the economy, so banking efficiency is certainly important for the economic development. Our study is concentrated on banks efficiency in the EU27 countries. We are interested in the differences of efficiency among countries, among the old and new EU member states and the trends in the period from 2005 and 2008. Our hypothesis is that differences in efficiency among old and new member states exist. We expect that these differences lowered significantly from 2005 to 2008 under the influence of the European market integration.

2. THEORETHICAL BACKGROUND

A well functioning financial system in which banks play a key role is a prerequisite for a sound economy. The main role of bank is the liquidity transformation, information production, and consumption smoothing. Banks transform assets risk, size and maturity. Banks channel funds from savers to investors and act as intermediaries between borrowers and savers [2]. Banks provide loans to borrowers with good investment opportunities and added value investments which are crucial for an economic growth. We can measure the efficiency with the “intermediation approach” which was developed by Sealey and Lindley [2]. We measure how efficient are banks in a production of outputs (loans and other earning assets) with the use of inputs (deposits and total costs) which explain how efficient is the bank as intermediary. The information of efficiency is important for policy-makers. The existence of the inefficiencies can mean deficiencies in the financial system that call for policy actions.

Many studies on banking efficiency were done in the past. Thakor and Frey [5] studied the bank efficiency and system evolution. They found that corporate governance problems in the real sector can have an important effect on how the financial system develops and moreover, banking efficiency effects the development of the capital market. The policy implications of their analysis is that it is critical to focus on improving the corporate governance in the real sector to achieve a good financial system, and also it is essential to have good banks to develop an efficient capital market. Casu and Molyneux [6] studied the efficiency in European banking. With the non-parametric data envelopment analysis (DEA) approach they investigate whether the productive efficiency of European banking systems has improved and converged towards a common European frontier between 1993 and 1997, following the process of EU legislative harmonization. With a Tobit regression function approach they search for the determinants of the banks efficiency. They found out, that was a small improvement of banks efficiency levels, and a little evidence that suggest that these have converged. Fuentes and Vergara [7] studied the bank efficiency in connection with the bank size and ownership for Chilean banks and found out that principal-agent mitigation problem is the key to explain bank efficiency. Bonin, Hasan and Wachtel [8] researched the impact of bank privatization on efficiency in transition countries. They found out that both the method and the timing of privatization matter to efficiency. They use the Stochastic Frontier Approach in the first stage and a regression analysis in the second stage. Sholtens [9] studied the issue of banking sector convergence within Europe. He found out that macro finance indicators of the EU new member states do not show clear progression or convergence to the values of the EU old member states (EU15). They found that real per capita growth in the new member states is substantially above that in the EU-15. In his study of German banks cost and profit efficiency with the stochastic frontier analysis between 1993 and 2003 with the use of alternative input prices Koetter [10] found that cost efficiency is sensitive to alternative input prices and that distortions from the mean profit efficiency due traditional input prices are small. Kořak and Zajc [11] aim to find the determinants of bank efficiency differences in the new EU member countries. They use the stochastic frontier approach in the first stage of the analysis and they used the efficiency scores to find the correlates in the second stage. They found some connections between efficiency and country level macroeconomic variables, structure of the banking industry, and some individual bank characteristics. Holló and Nagy [11] researched the bank efficiency in the enlarged European Union. They ranked the banking systems of the EU25 member states between the years 1999 and 2003 under a common best practice frontier with X-efficiency and alternative profit-efficiency scores. They focused on investigating the efficiency gap between old and new member states. They applied the Fourier-flexible cost function to found the efficiency scores and the stochastic frontier approach for modeling the inefficiency components. They found the evidence of the existing gap between the old and new member states X-efficiency independently of the consideration on home bias, and also a gap for the profit-efficiency but only if the impact of home market conditions on profitability is controlled. Their findings point out the importance of policy response to enhance the efficient operation of banking systems and achieve welfare gains. Casu and Girardone [12] researched bank competition, concentration and efficiency in the single European market from 1997 to 2003. They use the data envelopment analysis (input oriented approach) to measure inefficiencies. Their main conclusion was that the relationship between competition and efficiency is not straightforward. Increased competition has forced banks to become more efficient but increased efficiency does not seem to be fostering more competitive EU banking systems. Sufian [13] studied the long-term trend in the efficiency of the Singapore banking sector. He used the DEA, window approach with the data from 1993 to 2003. The main conclusion of the research was that Singapore banking groups' overall efficiency was on a declining trend in the early years of the study and increased in the latter years. Allen and Engert [14] studied the efficiency and competition in Canadian banking. The main findings were that Canadian banks were relatively efficient in producing financial services and that Canadian banking can be considered a monopolistically competitive industry. The analysis also indicates that past and regulatory changes have benefited efficiency in Canadian financial services and might have improved contestability.

Casu and Girardone [15] studied the integration and efficiency in the EU banking market from 1997 to 2003. They evaluate the efficiency with the use of DEA. They used dynamic panel data models (GMM) to the concepts of β -convergence and σ -convergence to assess the speed at which banking markets are integrating. They employed a partial adjustment model to evaluate convergence towards best practice. Their results seem to provide supporting evidence of convergence of efficiency levels towards an EU average. Weill [16] analyzed the convergence in banking efficiency for ten European countries from 1994 to 2005. He used the stochastic frontier approach to measure the efficiency and the tests of β and σ convergence. His results showed that differences in cost efficiency exist between EU countries and that efficiency of all countries improved in the researched years. This finding proves that financial integration in the EU countries has taken place. Papadopoulos and Karagiannis [17] explored the issue on efficiency in southern European banking. They calculate inefficiencies for a sample of southern European banks from 1997 to 2003 with the stochastic frontier approach. Their results indicate that the largest banks in the sample enjoy greater benefits from technical progress, although they do not have scale economy and efficiency advantages over smaller banks. The contribution of our study to the existing findings on the field is the research on the efficiency in EU27 markets in the latest period from 2005 and 2008. We search for differences in efficiency scores between countries and between old and new member states. We are interesting in changes of efficiency between the years 2005 and 2008. This could be an interesting measure of the financial integration in the EU in the period after a substantial fifth enlargement of the member states has taken place.

3. METHODOLOGY AND DATA

We defined the efficiency with the ratio of output and input. This is so called partial productivity measure, because we account one input and one output. The problem with one factor productivity measures is that we can attribute the productivity of one factor to another. For this reason it is better to combine all inputs and all outputs in one ratio to obtain a total factor productivity measure. The difficulties for the use of the latter is defining the inputs and outputs to be considered and the weights for each input and output to produce a single output to single input ratio [18]. There are two main methods for the measurement of efficiency used in most of the researches on the efficiency in the banking field. One is the Stochastic Frontier Approach (SFA) which is a parametric method and the other is the Data Envelopment Analysis which is a non-parametric method. Both have advantages and drawbacks. The advantage of the data envelopment analysis (DEA) is that we don't need to define the weights for each input and output and we don't need to define the functional form that are needed in statistical regression approaches like SFA. The DEA also works well on small samples. For these reasons we decide to use the DEA method to evaluate the efficiency scores in our study. We use the Window approach and a CCR input based model in the DEA solver software. The CCR based model was developed by Charnes, Cooper and Rhodes in 1978. In the CCR model we formed the virtual input and output [18]:

$$Virtual\ input = v_1x_{1o} + \dots + v_mx_{mo},$$

$$Virtual\ output = u_1y_{1o} + \dots + u_my_{so},$$

where x are inputs, y outputs, v and u the (yet unknown) weights. Then we tried to determine the weights, using linear programming so as to maximize the ratio [18]:

$$\frac{virtual\ output}{virtual\ input}$$

The optimal set of weights is different for each decision making unit (DMU), banks aggregates in our case. The advantage of DEA is that the weights are derived from the data instead of being fixed in advance. Each DMU is assigned the best set of weights with values that may vary from one DMU to another [18].

We use the CCR-I (input oriented CCR) model. The model assumes constant returns to scale. This model solve the dual linear program (DLP) problem which is expressed with a real variable θ and a non-negative vector $\lambda = (\lambda_1, \dots, \lambda_n)^T$ of variables as follows [18]:

$$\begin{aligned} (DLP_o) \quad & \min_{\theta, \lambda} \theta \\ \text{subject to} \quad & \theta x_o - X\lambda \geq 0 \\ & Y\lambda \geq y_o \\ & \lambda \geq 0 \end{aligned}$$

where X is the input matrix and Y is the output matrix that represent the data of banking aggregates for all countries. Θ is the efficiency score; a DMU is efficient if have $\Theta=1$, if $\Theta<1$ is inefficient and need to reduce its inputs to reach the efficient frontier. To compare the efficiency scores in different years we use the window analysis, a time-dependent DEA approach. From the results of the maximum size window of four years (from 2005 to 2008) we evaluate the efficiency scores which are comparable between years and banking aggregates for different countries. For the definition of inputs and outputs we follow the intermediation approach. We define two inputs and two outputs; $i1$ =deposits and short term funding, $i2$ =total expenses, $o1$ =loans, $o2$ =other earning assets. We gathered the data from the Bureau Van Dijk BankScope database (number of release is 234.1.). We start with the data from the unconsolidated statements for all commercial, savings and cooperative banks in the EU27. We filter the data and eliminate the banks with missing data in the observed years. The data set for the analysis include 2784 banks. From the remaining sample we calculate the aggregates for each country.

4. RESULTS

We present the results of the DEA analysis in the tables 1, 2 and 3 and figures 1 and 2. As we can see the time series average efficiency for the old EU member states go from the minimum of 35% to the maximum of 99% efficiency which is a large difference. The ranking of efficiency scores among the old member states is similar to the findings of previous researches for example Casu and Girardone [15] but our analysis shows a larger span of efficiency scores. The cross section average efficiency slightly improved from the year 2005 to the year 2008, but the differences remain practically the same as we can see from the standard error. For the new EU member states the results shows a different situation. The efficiency scores among the new member states are more homogeneous. The lowest time series county average efficiency is 54% and the higher 93%. We can also see that the differences in efficiency are diminishing from the year 2005 to 2008. The cross section average efficiency has also improved in the observed years and almost reaches the efficiency of the old member states.

Table 1: Yearly efficiency scores for old member states, cross-section and time series average and standard error for the period from 2005 until 2008

State	N (Banks)	2005	2006	2007	2008	Average
Austria	172	0,69	0,67	0,66	0,61	0,66
Belgium	4	0,43	0,44	0,44	0,49	0,45
Germany	1452	0,56	0,55	0,54	0,52	0,54
Denmark	78	0,89	0,96	0,95	1,00	0,95
Spain	68	0,88	0,96	0,94	0,96	0,93
Finland	4	0,78	0,76	0,77	0,85	0,79
France	186	0,46	0,45	0,46	0,44	0,45
United Kingdom	62	0,47	0,47	0,67	1,00	0,65
Greece	14	0,76	0,78	0,80	0,81	0,79
Ireland	9	1,00	0,98	0,96	0,87	0,95
Italy	472	0,86	0,87	0,85	0,83	0,85
Luxemburg	52	0,35	0,33	0,35	0,35	0,35
Netherlands	6	1,00	1,00	0,94	1,00	0,99
Portugal	6	0,80	0,80	0,87	0,91	0,85
Sweden	65	0,52	0,53	0,64	0,62	0,57
Average		0,70	0,70	0,72	0,75	0,72
St. Error		21,62%	22,81%	20,38%	22,40%	20,90%

Table 2: Yearly efficiency scores for new member states, cross-section and time series average and standard error for the period from 2005 until 2008

State	N (Banks)	2005	2006	2007	2008	Average
Bulgaria	15	0,65	0,62	0,73	0,79	0,70
Czech Republic	13	0,50	0,58	0,64	0,66	0,60
Cyprus	5	0,52	0,49	0,55	0,64	0,55
Estonia	4	0,96	0,98	0,92	0,85	0,93
Hungary	13	0,56	0,60	0,65	0,69	0,63
Latvia	18	0,74	0,79	0,74	0,73	0,75
Lithuania	6	0,78	0,78	0,84	0,86	0,81
Malta	8	0,51	0,50	0,54	0,62	0,54
Poland	16	0,55	0,60	0,70	0,75	0,65
Romania	13	0,57	0,66	0,67	0,68	0,64
Slovenia	14	0,70	0,73	0,78	0,80	0,75
Slovakia	9	0,59	0,64	0,68	0,65	0,64
Average		0,64	0,67	0,70	0,73	0,68
St. Error		13,70%	13,73%	10,98%	8,18%	11,23%

Table 3: Yearly average efficiency scores for new member states, cross-section average and the efficiency gap between old and new member states for the period from 2005 until 2008

	2005	2006	2007	2008	Average
Old member states	0,70	0,70	0,72	0,75	0,72
New member states	0,64	0,67	0,70	0,73	0,68
Efficiency gap	0,06	0,04	0,02	0,02	0,04

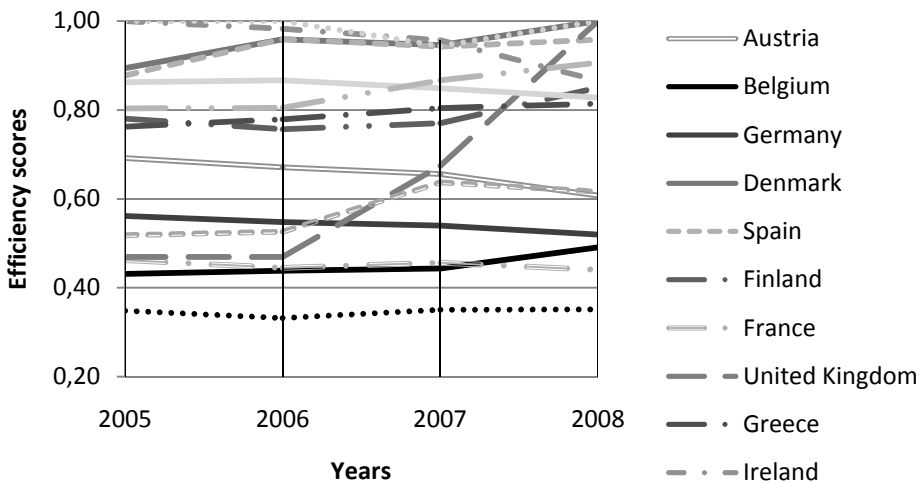


Figure 1: Efficiency scores for old member states for the period from 2005 until 2008

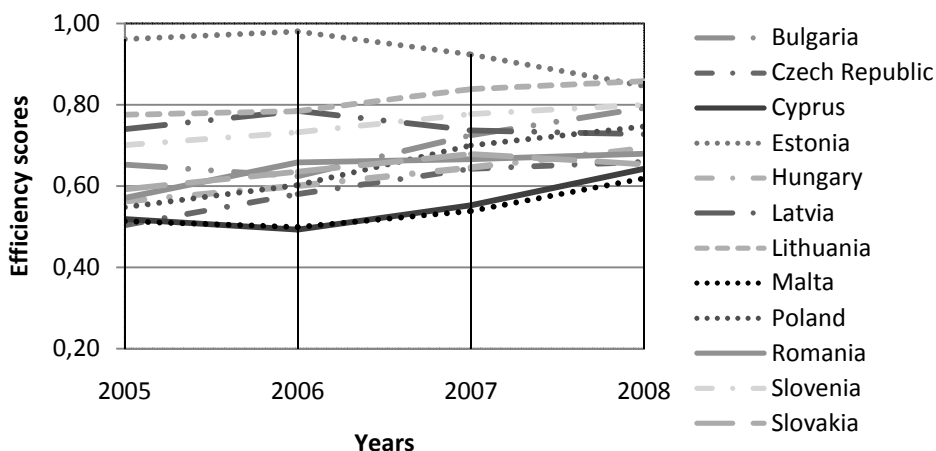


Figure 2: Efficiency scores for new member states for the period from 2005 until 2008

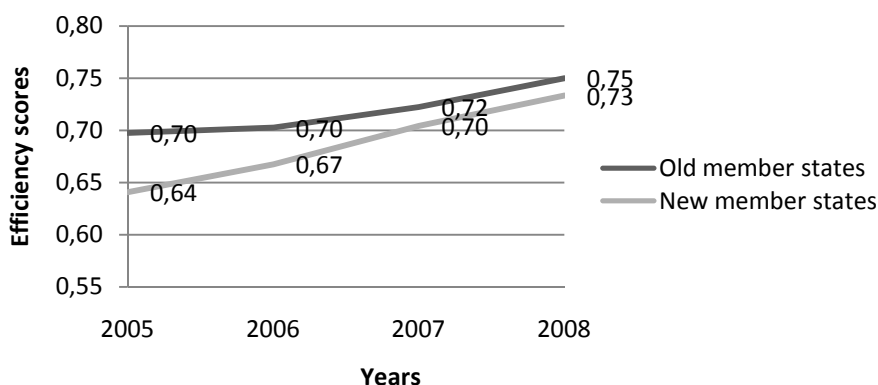


Figure 3: Cross sectional averages of Efficiency scores for new and old member states and the efficiency gap between old and new member states for the period from 2005 until 2008

5. CONCLUSION

The goal of our study was to analyze the efficiency of the banks in the EU27 member states in the years 2005 to 2008 after the fifth substantial enlargement of the EU. We were interested in the differences of the banks efficiency among the EU 27 member states and especially in the differences between old and new EU member states. We were also interested in changes of differences of efficiency in the observed period and if differences have diminished from the year 2005 to 2008 which could be a consequence of the banking market integration. For the measure of efficiency we apply the data envelopment analysis (DEA) non-parametric method. We use the “intermediation approach” to measure how efficient are banks in transforming inputs into outputs. We use an input oriented CCR-I model that aims to minimize while satisfying at least the given output level. In our data set we included 2784 commercial, savings and cooperative banks from which we calculated the country aggregated data; the data is from the nonconsolidated statements from the Boureau Van Dijk Bankscope database. A lot of researches were done in the past on the banks efficiency, most of them on efficiency in specified countries, about ten of them on comparison of efficiency among EU countries and with data until 2004, for an overview see Holló and Nagy [11]. The efficiency in almost all researches was measured with the SFA, a few with DEA approach. The contribution of our study to the existing findings on the field is the research on the efficiency in EU27 markets in the latest period from 2005 and 2008. We found out large differences of efficiency among the old EU member states. The average efficiency improved from 2005 until 2008, but the differences have not lowered. The efficiencies among the new member states are more homogeneous. The lowest country average efficiency is 54% and the higher 93%. We can also see that the differences in efficiency were diminished from the year 2005 to 2008. The cross section average

efficiency has also improved in the observed years and almost reaches the efficiency of the old member states. The results of our research opened new questions for further research. We aim to analyze the reasons for the large differences of the efficiencies between the EU member states and substantial changes in the efficiency across years in some states. We are interested in the exogenous factors that could impact on the efficiency such the state of the economy which are not under the control of management. We are also interested on the direct impact of this factors and how much these factors could determine a different efficient frontiers for the banks in different countries. The identification and neutralization of this “barriers” can lead to a common efficient frontier in the EU financial market. This will be a direction of our future research.

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THE IMPACT OF THE WORLD ECONOMIC CRISIS ON DEVELOPING COUNTRIES

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***Summary:** During the last three decades, developing countries have opened its borders to foreign capital, above all for multinational companies, which are experiencing high-level of competition. General assertion is that West European type companies were not ready for a major recession at global level. Other indisputable fact is that the crisis hit more developed than developing countries. Economy of developing countries is changing under the influence of crisis, so after the crisis is over, they will be substantially different from the time before crisis.*

The goal is to point out the effects of world economic crisis on developing countries,

***Keywords:** impacts and changes, economic crisis, developing countries*

1. THREE MAJOR INFLUENCES OF WORLD ECONOMIC CRISIS ON DEVELOPING COUNTRIES

Crisis displays different effects on certain fields the economic and social life. Given the fact that every crisis is unique and that there are no universal rules and legality of its development, it is unrealistic to expect to cite the basic influences that will be valid for the developing countries, also. However, the analysis of the developing countries shows that the three main impacts, more or less, emerged in the majority of developing countries.

The first of all is the fact markets of developing countries are becoming relatively bigger. According to the estimates, the market of developing countries in 2009 had increased by 1.6 per cent, and according to the forecasts of International Monetary Fund since April 2009, Chinese economy grew at the rate of 6.5 per cent, India 4.5 per cent and Middle East for 2.5 percent. Growth rate is much smaller in comparison to 2008 when it stood at 6.1 per cent for developing economies ... Developing markets will have more share of the world products at the end of recession in relation to the start, Antoine van Agtmael head of leading investment company Emerging Markets Management, concluded. "This will make them even more attractive". This type of positive forecasting is rarely, bearing in mind this pessimism, when it's about developed market economies.

Second expectation refers to the changes of administering the economic development through intensified implementing measures of monetary and fiscal policy. China excels in this, which used \$586 billions worthy stimulation package. It is estimated that China will encourage ten most important branches in this way that together make up to 50% of the gross domestic product of this country, which will be flywheel for rapid development of the other half of Chinese economy too. The Government especially provided incentives for production of small engine cars through tax reductions of 50% for this type of cars, as well as developing of electric cars. In that way, China is going to redesign automotive industry at global level, because companies that produce bigger cars using oil will found themselves in an unenviable position.

The third characteristic of developing economies is increased competition level. Exports of developing countries has decreased, which created conditions for growth in domestic production. Competition is particularly rose regarding to the iron, cement, and aluminum, as those are strategic products. The companies in developing countries have the advantage of cheap labor. Many companies use the crisis as an excuse to carry out "Spring Cleaning" and to reduce the costs. "In the period from 1995 to 2008, Indian companies were growing so quickly that many irregularities got through their business operations", said Nirmalyu Kumar, a professor at London business school. "They are trying to eliminate them". After more than a decade of growth they took the pause in order to change strategy".

Many companies are restructuring its portfolio, through diversification of plans and consolidating of operations. They are introducing quality systems, in order to produce high quality products at lower price. In China, India, and Turkey, the companies carefully consider problem of dismissal or unemployment as well as variable bonuses and raises so they could be able to maintain last year's earnings level.

In the crisis conditions, Chinese companies are seeking solution in innovation. According to Prof. of Business School at the University of Cambridge, Peter Williamson, "the crisis is a good period for companies to invest in developing of innovative possibilities." In India, Tata motors introduced the cheapest car called Nano, which costs only \$2000. Non-costs innovation here had become the priority of the company. This achievement is called Nano effect. In China, BDV Auto introduced first mass production electrical power cars in December 2008, a F3DM model that is being sold for \$22.000 and has created a similar BYD effect.

The conclusion imposes itself: companies in developing countries will be much more competitive at the end of recession than they were before it. This confirm opinions of 30 academics and consultants who were interviewed in Argentina, Brazil, Bulgaria, China, Egypt, Hungary, India, Mexico, Russia, and Turkey in the first half of 2009.

2. EMERGING CHANGES IN RELATIONS BETWEEN DEVELOPED AND DEVELOPING COUNTRIES

Crisis Management must have in mind the fact many changes in relations between developed market economies and the economy of developing countries occurred during the last world economic crisis in 2009. These changes are following:

Change 1: The growing share of developing countries in the global market

Economic crisis 2009 – brought together highly developed and developing countries by all parameters. On the grounds of this connection are trading and financial flows, which decreases in developed countries, and increasing in developing countries. China, Brazil, India, and South Africa are trying to reduce dependence of international trade, thanks to its foreign reserves accumulated in past years. Makers of economic policy are trying to boost domestic demand, especially outside of major metropolises. Their governments invest in infrastructure and tax cuts, especially in the products that are intended to poor population. In that way, developing countries will increase domestic demand, although in time of crisis OECD in countries is dropping.

The fact that the resurface in the economic crisis 2009 is reinforced intensity of co-operation between developing countries. We are talking about all forms of cooperation: political, economic, ecological, technological, etc... "Trade between developing countries in 2007 stood at 40 percent of export, while 20 years ago that export was two-fold smaller. In fact, half of Chinese exports refer to other developing countries. The long crisis retain in developed countries, the prospects of the co-operation between developing countries are bigger. For example, Chinese Evoc Intelligent Technology, which creates control systems, currently sells 80% of their products to developed world. However, data shows that 80% of new demand coming from developing countries or from India, Middle East, Russia, and China. This company set up branches for distribution of their products in cited countries, in order to reach out to customers. "People do not realize that recession represent a possibility for China to strengthen its ties with Latin America, says Guillermo Dandrea, a professor at IAE Business School in Buenos Aires. Many Chinese companies have already done it. Following economists confirmed this statement: M. Ayuhan Kose, Christopher Otroka, and Eswar Prasada, whose researches are accepted by IMF, demonstrating that market of developed countries record a balanced growth.

Makers of social and economic policies in developed countries have always thought the market, as "an invisible hand" is the best model of market economy development. However, American capitalism, and even previous model of development is under fire because of financial crisis in 2009. This caused change of the

system, so today is difficult to recognize it. In most developing countries, and especially in Latin America, the fact US model is not the only one is emphasized. Capitalism with local characteristics, which was only phrase in China, will be extended to entire developing world soon.

Change 2: Introducing of a professional management in a family business

World economic crisis in 2009 has stepped up new business paradigm relating to the family business and state-owned enterprises. Many large companies in the markets of Brazil, India, Mexico, Turkey, and China are family owned or state-owned. These companies mainly introduce professional management. The families are trying to provide great demand for their shares on stock exchanges, so they leave that to professional administrations, and the owners are only supervisors having only a ceremonial role, such as the kings in some European countries. This process was accelerated with origins of family conflicts, primarily in India and Latin America, which forced owners to entrust management right to professionals and people from other tribes. The goal is to enhance competence, that is, competence of entrepreneurial business in conditions of major turbulences and uncertainty.

New crisis has prompted debate on the place and role of new leadership, which has led to the new generation of family affairs and professional leaders. After economic crisis, family business would strengthen because stakeholders are trying to believe in family leaders in time of crisis rather than to those who manage state-owned companies. In this regard, status of employees in a family company is intensified, with general efforts to acting family in the business area that is coherent and with high-level of co-operation and helping out employees. In Asia and South America, the directors of family companies have a great power, the power that were once had entrepreneurs. They can to make swift and quality decision and change strategy, as well as entrepreneurs. Crisis has increased need for enterprising company to co-operate with economic policymakers in order to achieve social programs and circumvented obstacles for progress. In the above-mentioned contexts, social dialogs for resolving fundamental problems of employees are on one side, and co-operation with authorities in creating a favorable business environment for sustainable economic development becomes basis in

Tendency of training heir from family tribes to take over the role of leader was continued after recession with even higher intensity. Most descendants attending high business schools, mostly abroad, and after that they go to multinational companies to gain experience and to return to their homes, eventually. This allowed them to establish good business relations with other managers who are not from family and to use their knowledge and experience gained in foreign colleges and organizations. In the above-mentioned contexts, many multinational companies are trying to reconsider their decisions on the appointment of director in developing countries, many of them operates in China and India nearly two decades. Their affairs are growing, so their challenges to appoint key people in the company increases. Its orientation is focused to inclusion of local and managers who are ready to take risks, in order to attract clients but for better understanding of requirements of local employed population too.

Change 3: Turnaround in the field of merging and acquisitions

Companies having problems with their liquidity in time of crisis often become subject of taking over by other, successful companies. In these situations, value of the company is reduced, and successful companies are interested in taking over of known brands at affordable prices and other conditions. This is valid in cases of taking over companies in developing countries. It is estimated that companies from China, Brazil and Russia are leaders regarding to this issue because they possess greater latitude of its own capital and do not have great credit burden.¹

Second, companies from China and Latin America establish mergers and acquisitions, at the international level, in order to have invested in developing countries. They are focused to initiating affairs in several countries, in some adjacent environment rather than to spread at global level. "In 2008 Brazilian companies have taken over 23 enterprises in order to create Latin leaders, or multi-Latinas. A Mexican company Mexichem did a similar thing that has purchased several companies in the South and Central America and has become the largest producer of plastic pipes in Latin America. Indian companies have different business

¹ Indian companies have started co-operation with developing countries in 2007. They were opening credits and buying companies in developing countries causing significant credit burden. Therefore, the Indian company Tata purchased Jaguar and Land Rover, that is, company Novelis has purchased company Hindalco. From today's point of view, capacity of Indian companies to buy companies in developing countries is significantly reduced.

philosophy. They are trying to cross region borders, because their neighbors are small countries, and prefer to co-operate with European companies, rather than those from USA after recession.

Third. Companies from developing countries are more oriented to purchase small and medium-sized enterprises in abroad, rather than gigantic companies. Before crisis, Indian companies were oriented on buying of large companies but after crises, they are more oriented on buying small and strategic acquisitions. This change has also been visible in China, where the global acquisitions caused problems to companies TCL and Lenovo. Namely, TCL bought TV business from French companies Thomson and part of Alcatel Company in 2004. However, after several years of losses, the company had to withdraw from Europe. The company Lenovo has made some success by buying PC business from IBM Company, but counteraction of Apple, Dell and HP has reduced its success and desire to establish global acquisition. "Chinese companies have learned that it is difficult to manage foreign companies. They are oriented to purchase of small and medium-sized enterprises, which will be more easily to manage".

On the other hand, it shows tendency that giants in developing countries are trying to establish overseas co-operation with other developing countries, in order to ensure raw materials for their production. Chinese development bank has recently given 10 billion dollars to Petrobras Brazilian Company in exchange for long-term oil supply. This Bank has also provided 15 billion dollars to Russian state-run company OAO Rosneft Oil, as well as 10 billion dollars to state-monopolized Transneft Company, and in return, China was promised 15 million tons of oil per year for the next 20 years. Considering the previous tendency, that is, the fact giants of developing countries are trying to co-operate with overseas countries, many multinational companies from developed countries are trying to connect with the national companies, and both through partnerships establish dominance in the local market of developing countries. This especially refers to the entry to Chinese coastal market and Indian rural market, which are not investigated thoroughly. In this way giants in developing countries gain knowledge and new technologies. It was 2008 year, when Japanese Kawasaki motors signed an agreement with Bajaj Indian Auto Company so Indian producer of engines shall import Kawasaki motors in the Indian market, while Kawasaki shall sell small engines of Bajaj Auto Company throughout Asia, except Japan. The similar thing happened with Telefonica Spanish Company, which is one of the largest telecommunications operators, helping Chinese Huawei Technologies to enter the market of Latin America, where Telefonica is the key player.

Change 4: Greater investments in long-term sustainability

Many companies are aware that if they do not invest in environmental product during the crisis, does not develop environmental production and business processes, they will not have buyers, and that competition will win. Entering in rural parts of China and India is accompanied by the message: "Sustainable solutions are very important to people who do not have water, electricity, or clean air. Bearing in mind the above mentioned, companies that want to join the rural market need to offer production that will use small quantity of water or electricity, or it is going to use alternative sources of energy, as the sun is.

"A professor at the University of Michigan C.K. Prohalad insists that: "The current economic crisis is similar to collapse of the Internet economy in one regard. Several companies, such as Amazon, e-Bay, and Google emerged to the surface and they are still there. The situation is similar with economies who realize opportunities that give them sustainability; they will come out of recession ready to invest in pure economy in the future". Many companies from developing countries believe that they can win companies from developed countries, if they develop ecological products. For example, BYD Company was ready to launch its electrical car two years before GM Company, which would be launched its Volt in 2010, one year before Toyota, which had plans to launch its electrical model during 2009. Bearing in mind western criticism, the governments of the certain developing countries are turned towards resolving environmental problems. For example, in China cars emit over 20% carbon dioxide that arises in China. Because of that, Chinese Government is trying to reduce production and buying of cars that pollute environment through taxes. The Chinese government has set the goal to promote 10,000 hybrid and electrical vehicles in 2010 in ten cities. It is expected that China will be producing up to 100,000 electrical power cars per year by 2012. Cherry, Chinese automotive company has already started to follow BYD Company's footsteps and it launched its own electrical car in February 2009, and its main competitor Geely did that in late 2009.

Apart from US, European and Japanese giants, they will face with Indian competition too. Indian Tata Motors develops its electricity versions of Nano cars, and Bajaj Auto develops its cheap cars. These Chinese and Indian companies are ready for business risk in relation to these investments, because were small, cheap, and ecological cars can provide them to enter on developed countries market.

Change 5: Higher interest for African market

Large companies of developed countries have long neglected African market. It is estimated that second largest continent in perspective will be even more appealing. The IMF predicts that African economy will achieve growth rate of 2 percent in the 2009, which is half the size compared to 2008, and the main reason for this is decreases of the prices of goods exported from Africa.

Africa has trade relations with developing countries, primarily with India. It is estimated that, thanks to this co-operation, African economy will make progress, even in conditions of crisis. According to Goldman Sachs forecasts, economy of South African countries measured by GDP will be greater in 2050 of the GDPs of Brazil, Russia, India, and China."

Africa is a market with almost one billion people, which is half size smaller from the market of India. Various national companies already doing business in Africa, among them are Coca-Cola, Unilever, and Novartis. Some Chinese and Indian companies operate there, because they are used to regional differences, so they develop the same models as well as on domestic market. Great African populations and Indian immigrants facilitate doing business with India. Trade between India and Africa in 2006 stood at some 20 billion dollars. Together with Africa in 2006, China has made 32 billion dollars. "According to Vijay Mahajann, Professor of Marketing at University of Texas, Austin, who has written a book called Growth of Africa in 2008, top market segment in Africa, which he called Africa 1, is composed of 50 to 100 million people, at the bottom of the pyramid is Africa 3 made of 500 to 600 million people. According to the recommendation, companies need to be focused to Africa 2 which encompass from 350 to 500 million people, and which outnumbers middle-class India. Companies that want to focus on products for middle class will be performing their business in Africa in the best possible way. Striving to realize big profits, Africa 2 already uses products intended for Africa 1", Mahajan said."

3. RESUME

Borders of business world are constantly moving. Developing countries that opened its economy for co-operation with developed countries, made their contribution too. Thanks to the above mentioned, multinational companies faced with rapid growth, an intensive competition, greater complexity, and constant changes. It is expected that borders will be changed again until the end of World Economic Crisis in 2010. The general and most important change will be in the fact that markets of developing countries will have bigger market shares in the world trade at the end of crisis then before crisis.

Western companies can have success in developing countries, if they become associated through partnerships with domestic or local companies, if they create an individual sustainable production processes and products, or services with a sustainable long-term development point of view. Call of Africa and its potential will call attention of big, world companies.

Significant chance in the time of crisis is in enhanced co-operation between developing countries. The longer recession detains in developed countries, the more demand for natural resource management and production will be repulsed, bringing the increase of prospects for establishing of cooperation between developing countries.

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QUALITY MANAGEMENT IN HUMAN RESOURCES

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Summary: *Use of the innovated ISO 9000 standard series in organizations in all services becomes more and more of a need, not just an obligation. We can find reasons for that in the turbulent environment which requires fast and correct responses to the challenges that are increasing every day. Indicators of efficiency are the organization's business results which are mostly determined by employees' work and creative potential and the use of this potential in business and for organization's development. For that reason, the level of quality in the human resources management need to be constantly increased, which should be partly achieved by using ISO 9001 standards:2008. Points of this standard, referring to the human resources, should be understood only as an encouragement, not as frames for development of human resources management which requires many preconditions - social, organizational, material, economic and informational.*

Key words: *management, quality, human resources, process, demand*

1. INTRODUCTION

By introducing and following ISO 9000 standard series, management of quality becomes a universal process which takes place, with greater or smaller intensity, in all organizations, regardless of the type of their business. Economic and technological factors exact a large influence on the running of that process: globalization of the world's economy, bigger competition, development of new technologies (first of all, informational), organizational sciences and management. Recession, which is always present in a large number of countries, has also a significant influence on organizations. When less money purchases, lack of investments, increase of unemployment, reduced people's purchase power, increase of supplies, etc. come, organizations have to find solutions to those negative influences from the environment by rationalizing their business- reengineering of the working processes and improvement of the available resources management. It becomes harder to get to the customers and their satisfaction becomes the prime factor of business success, not because of the formulations in ISO standard, but because of the real situation on the market.

Introducing the ISO 9000 standard series is present in more and more organizations. In many organizations, especially in the national ones, the main motive for doing that is to get an adequate certificate which is often necessary for making a business contract. Increasing efficiency, economy and functionality during the basic work, as well as growing customers' satisfaction often isn't directly connected to the wanted results, especially when it comes to introducing of ISO standard 9001:2008. Human resources play a leading role in its introduction and maintenance, because their knowledge, abilities, skills and motivation are directly in function of achieving business results and organizational development. That's why human resource management directly influences quality management, which has also its own influence on organizing of human resource management, as a result of feedback.

2. BASIC ELEMENTS OF QUALITY MANAGEMENT RELATED TO HUMAN RESOURCE MANAGEMENT

According to ISO standard 9000:2000 [1] quality management (3.2.8) includes coordinated activities for organization's leadership, considering the quality. In this case, quality leadership is a part of quality management, which concentrates on fulfillment of quality demands (3.2.10).

Quality represents the level to which a group of particular characteristics fulfill the requirements, while the users' requirements are expressed like a need or expectation, and are also natural or obligatory. (3.1.2) Claims can be related to all aspects of quality: efficacy(3.2.14), efficiency(3.2.15), and necessity(3.5.4). [2].

User satisfaction, as a basic aim of ISO 9000 standard series' realization is related to his opinion concerning the level to which his demands are fulfilled (3.1.4). For achieving that goal it's necessary to do following things in an organization:

- *To build a suitable corporate culture*, as a model of behavior, which serves the organization's development, betterment of quality of products and services, in order to increase user satisfaction, establishing proper communication with users of services, betterment of work effects and so on.
- *To introduce processing approach* to decomposing business and increasing the quality of the working process,
- *Organizations' goals, strategy and policy* should be accepted by the employees, in order to achieve a required positive social climate for their realization.,
- *To ensure better usage of individual and collective working potential of the employees*, during the acceptance of the modern concept of quality management, improving of technology and work organization, defining goals, strategies and policies, and engagement in their realization.
- *To educate the employees* (professional improvement, innovation of knowledge, and training) constantly, not just for doing current work in a better way, but also for creating positive attitudes towards the need for changes and training them for performing the current trade as well as new jobs or the same jobs, but in a new way (using new technologies).

The mentioned methods are primarily related to a subsystem of human resources, and that's why human resource management is expected to contribute to increasing the satisfaction of all stakeholders in the organization by defining proper strategies, developing special policies and realizing proper activities. To successfully fulfill its role in quality management, human resource management must be based on the following elements:

- Strategy and policy of obtaining and developing of human resources,
- Technology of choosing human resources,
- Procedures for taking the basic processes in the subsystems of human resources,
- Optimal organization of sector for human resource's work,
- Optimizing the structure and numbers of the work force in the organizational unit for human resources, and their motivation for development of this disciplines and
- Modern informational subsystem of human resources.

Organization uses *strategy* for establishing long term goals it wants to achieve in the human resources sector. [3] Those goals are mainly used for achieving the organization's global goals. Special policies (obtaining, development, education, material, compensation and so on) appear as interface between the strategy and the process. They are used for decomposing strategic goals into lesser goals and tasks, with simultaneous defining of principles and criteria which are used for increasing the quality of decision making about human resources.

Technology of choosing human resources directly influences the quality of decision making. It mustn't be reduced just to relegating responsibilities and deadlines. It should also include all the rules which are used for better preparation of decision drafts, which should also be supported by principles and criteria for making a certain type decision, which should be formulated in a proper act about human resource's policy.

Procedures for taking the basic processes in the subsystems of human resources also contribute to achieving established strategy and policy. Simple activities from certain procedures can be inbuilt in laws, but, just like in the deciding technology, they should also be genuine. By the way, according to ISO standards (ISO 9000) word procedure (or action- point 3.4.5.) stands for established way of doing some activity and process. Process represents a group of mutually connected or mutually effecting activities, which turns input into output(3.4.1), while service/product is result of a certain process(3.4.2). [4]

Creating of human resource strategy and policy is a creative activity, which requires a lot of professional skills and good documental base. For preparing of quality decisions there are needed the elements above. For

that reason it is necessary to use acts of organization for defining jobs related to human resource management, and their tasks (defining of organizational unit which does the tasks) and establishing of certain relation between that unit and other organizational units in doing the tasks, which, by their content and abilities, belong to the subsystem of human resources.

For quality work deriving from the subsystem of human resources, it's necessary to provide a *team of adequate experts*. That team can consist of employees in organization or experts/ professional institution from the environment, who do the creative and professional jobs (for example, resource, projecting, planning, selection, programing of education, realization of educational programs etc.). The employees in human resources who should have proper professional potential (knowledge, abilities, skills, personal characteristics) should be motivated, not only for quality doing their tasks, but also for doing creative activities, which increases quality of human resource management. Only professional, efficient and motivated workers can provide development of certain business, which is primarily used for achieving strategic goals of the organization.

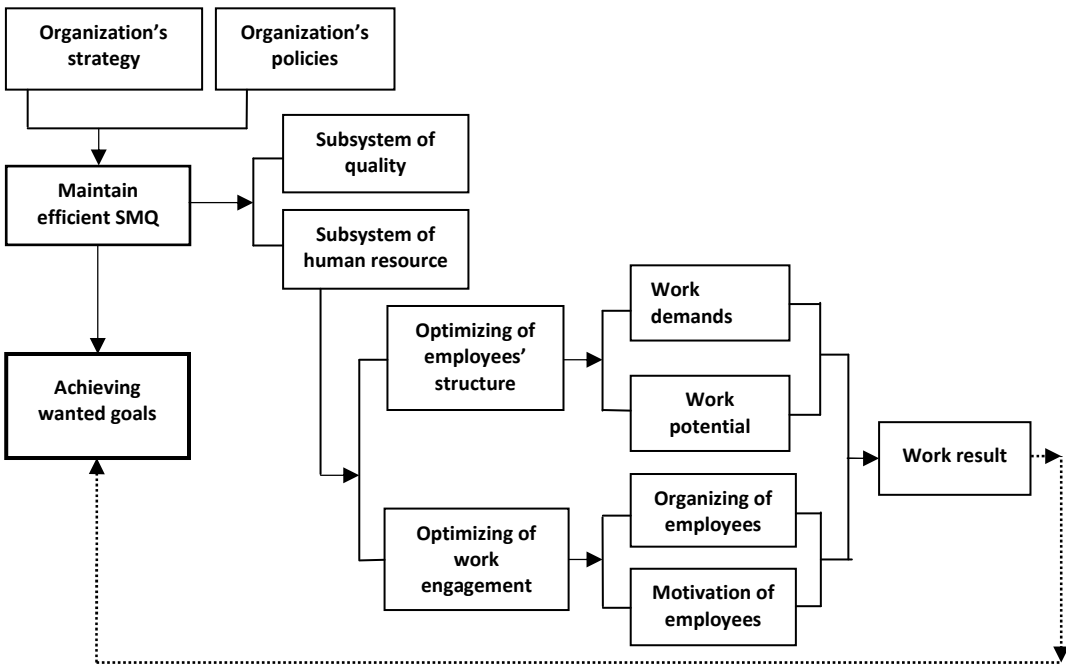
For doing a certain activity, which is a part of a certain process of human resources' subsystem, there is, as a rule, a need for certain information. They are especially important for preparing decisions, and that is why more and more attention is being paid to establishing *modern computer* systems in human resource management. Thanks to the modern computer technology, processing of assembled data is very fast, memory capacities are almost unlimited, transaction is also very fast, tools for preparing decisions are created. By establishing a modern computer subsystem of human resources, the speed of doing administrative work, which demands acts about work relations, also increases, so that this effect directly reflexes on the number and structure of people who work in human resources. Notes that appear in human resource management processes are also a part of a computer system in human resources. We get a part of those notes from the realization of laws and other regulations, while their majority is a base for doing certain activities and /or their result. Their function in the system of quality is to provide evidence about fulfillment of demands and about effective functioning of the quality management's systems (point 4.2.4.ISO 9001:2008). [5] Notes need to be clear, easy for identification and search. A specially documented procedure defines leadership, necessary for identification, storage, protect, search, period of remembering, and rejecting of all the notes in the organization, including those in the human resource's subsystem.

3. TASKS OF HUMAN RESOURCE MANAGEMENT IN ACHIEVING QUALITY GOALS

Human resource management has a very important part in achieving quality goals, which are, coming from the organization's strategy, explicitly defined by the quality policy. This policy's function actually consists of leading the organization toward the fulfillment of defined strategic and tactical goals. Tasks, which organizations should do, are policy and decomposed goals from its strategy. Results, which can be achieved by involvement of available organization's resources, represent only particular points in fulfillment of tasks and goals. They are by nature measurable and their function is to determine how close we are to the achieving of preset goals. The system of quality management is the organization's main device for achieving its strategic goals. Those goals, like elements of competitive moves and business approaches, are mostly getting the customers and making them satisfied, successfully competition with concurrence, increase of the business, and betterment in leading of processes. [6] Human resource management, whose task is to provide, direct and motivate human resources with proper work and creative potential, for formulation of proper organization's strategy and its efficiently implementation- highly contributes to the formulation and realization of the goals. For that reason in strategic management's literature special attention is paid to the human capital, as a base of intellectual capital. [7]. The organizational base for creation of that capital are work demands, which determinates the man power and structure of employment for achieving certain strategic goals and tasks. Changes in the organization's environment are very dynamic and often require fast reactions from the organization. The organization realizes that mainly by accommodation of its organizational components, first of all, the structure and processes. For that reason, working places, as the basic elements of organizational structure, directly dependent on the running processes, change their main characteristics: work subject, work means, work method, necessary knowledge and skills. Organization's need to create human capital is permanent, but the main points of the capital are changing with time: abilities, knowledge, skills, and personal characteristics. That gives a special dynamics to the process of optimizing the number and structure of the employees, which today doesn't depend only on technological and organizational demands. A big influence on the work force and structure of the employees, especially in the time of global economic crisis, has also economic factors- especially supply and demand of certain products (services). Value of human capital in one organization is not influenced only by working performances of the employees. It also

depends on achieved effects in usage of that potential- business results and development of organization. That's why more and more attention is being paid on motivating the employees, not only for work, but also for creativity.

The employees are organized by different criteria. For achieving wanted effects of arranging process, criteria for evaluation of performances are necessary. The most common groups of these criteria are: work results, behavior, and individual characteristics. [8] With respect to evaluated performances, decisions about employees' status (order) are being made. If, considering professionally defined work demands, employees are optimally organized (in way that individual work potential fits to work demands in the work place), organization should just assure their motivation for work. Optimizing the structure of the work force, actually organizing workers on the work places which they fulfill all work demands for (knowledge, abilities, skills and personal characteristics) , with certain stimuli for the expected work behavior (motivation for work, but also for professional improvement), leads to achieving planned work results. Many of these results have a function in achieving established strategic and operative goals of the organization. [9]ž



Picture 1. Tasks of human resource management in achieving quality goals

4. DEMANDS OF ISO 9000 STANDARD SERIES AS A BASE FOR STANDARDIZATION OF PROCESSES RELATED TO HUMAN RESOURCE MANAGEMENT

Demands of ISO standard series 9000:2008, explicitly related to arranging a question of the human resource management, are more than modest. Earlier versions of this standard had lager list of obligations for organizations. That's why responding to this demands doesn't necessary mean a high quality in doing works from human resource subsystem. While modeling processes and determining organizations of this subsystem, we should apply the “modern standard” regulation. According to ISO 9001 standard (6.1) organizations must provide resources for:

- application and maintenance of quality management system and permanent improving of their efficiency and
- Increasing a number of satisfied users by fulfilling their requests.

Obligations of organization, when it comes to human resources (6.2.2 ISO 2001: 2008), are in:

- defining of needed qualifications of staff on positions which influence the quality of services/product,
- providing training or taking other measures for satisfying their needs,

- evaluation of taken measures effectiveness,
- insurance that employees are well- aware of relevance and importance of their activities and the way in which they are contributing to achieving goals of quality,
- maintenance of certain notes about education, training , knowledge and experience

Based on facts stated above we can conclude that organization's obligations in human resources basically are: (a) qualifications, (b) awareness, and (c) training.

To be qualified involves a number of elements: defined working hours in working positions, means and way of work, required knowledge, abilities and skills and other demands for working on a specific working positions. Since working positions in modern organization lost their earlier stagnancy, above all because rapid aging of equipment and working technology, reengineering of works- which becomes constant process- certain changes of work in organization appears and they are reflecting on numbers and structure of working places. For that reason, as elements of qualification, we should treat strategic and tactical goals of organization, plans and programs for development of working resources, technology and organization, requirements for working positions, which are determined by regulations (expert exam, social skills and abilities, working experience, etc.) number and structure of employees, missing knowledge and skills, carrier planed , etc.

Awareness of quality, as a specific attitude of individual and group, are based on a number of processes in area of human resource management:

Informing, education, creating of certain corporate culture, etc. it should be directed towards user with a basic function- increasing his satisfaction with service/product. This awareness has special significance among organs and organizations with public functions: public companies, administration organs, health care and educational organizations. Considering their functions, that satisfaction shouldn't be explicitly related to result of work of organs, but for other elements of working process: simplicity and efficiency in procedure of providing certain service, i.e. satisfying certain rights, quality of work, way in which communication with user is conducted, rapidity in doing works, etc.

Quality awareness, as both an individual and group attitude, is created through a series of processes from the domain of managing human resources: information, education, creation of a certain corporate culture etc. It should be aimed at the consumer with one basic function – increasing his/her satisfaction with the product. This awareness has a special significance to the departments and organisations which operate in the public domain: public enterprises, administrative bodies, health and education related organizations etc. Bearing in mind the narrow specialization of their trade, this satisfaction shouldn't be tied to the results of the work done by the organisation, but to the elements which go into the work process: the simplicity and efficiency of a certain service, the quality of work done, the way in which they communicate with their customers, work diligence etc.

Quality awareness includes being aware of the consequences that the company, an employee and the user might suffer should the product not fulfill the needs or expectations of the user, as well as certain organizational aspects (efficiency, efficacy and traceability).

Apart from the quality and one individual's aptitude awareness, the quality of his work depends on his acquired skills and knowledge. For that reason it is necessary to plan the need for education (professional improvement, inovating the curriculum and teaching) next to planning the development of the company's technology and organisation. The basic function of education in this case, apart from forming a desired consciensness, is to secure the employees with a timely acquired knowledge and skills for the completion of certain tasks, and to do it within prescribed guidelines. These guidelines should be treated as organisational acts with which the following is defined: work operations withing the work process, documents which serve as the basis for the completion of a work operation, the method of doing a work operation, the time required to accomplish a work operation, the documentation used as a basis for doing a certain job, which is to say, which is created as a result of doing a certain work operation and other matters connected to a high quality completion of a work process.

The goals of education are extrapolated from the goals of the organisation. The planning of education, which serves to the realisation of a list of goals, should be founded on the application of certain methods and techniques and with the use of relevant information and data. Such key information upon which depends the kind and content of education, consists of: the existing work capacity of employees, the necessary skills and knowledge, the effects of their use, teamwork experience, the need for its (teamwork's) improvement, the problems present in the organisation, a planned way of solving said problems, an existing corporate culture, changes which happen' within a corporate culture, method of communicating with the clients, planned changes in the method of communication etc.

5. CONCLUSION

The improvement to the effects of work of the organization is based on, among other things, the introduction of a system of quality management. The basic function of this system is satisfying the demands of the consumers. Bearing in mind the content of the system of quality management, one can deduce that the main role in that process is played by human resource management. For this reason, together with the introduction of a system of quality management, one has to work on improving the human resource management, which is expected to create organizational, social, psychological, educational, labor-legal, informational and other prerequisites for the completion of quality and organisation goals.

At the same time, this system plays a crucial role in creating quality awareness with the employees, the building of behavioral models within a corporate culture and raising the levels of knowledge and skills, in accordance with current and future needs of the organisation. By doing this, along with the optimization of the number and structure of the work force, one can secure the attainment of planned business results which serve the realisation of the organisation's strategic aims. A sizable chunk of these business results is directly or indirectly connected to the quality of the organisation, its work, production and service, thereby also connected with the quality of the human resource management.

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НЕКОТОРЫЕ АСПЕКТЫ ИННОВАЦИОННОГО РАЗВИТИЯ ПРЕДПРИЯТИЙ

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***Аннотация:** в работе исследованы вопросы развития предприятий, определена роль инновационного развития в условиях кризиса, обобщена и дополнена классификация затрат организации на инновационное развитие.*

***Ключевые слова:** развитие, развитие социально-экономической системы, инновационное развитие предприятия, затраты на инновационное развитие предприятия.*

1. ВВЕДЕНИЕ

В настоящее время в теории и практике менеджмента большое внимание уделяется вопросам инновационного развития экономических систем макро-, мезо- и микроуровня. Это обусловлено переходом к экономической модели нового типа, основой которой являются научные знания и высокие технологии. В научных исследованиях ученых она именуется по-разному: «посткапитализм» - у П.Дракера [7], «третья волна» - у А.Тоффлера [13], «эра знаний» - у К.Сэвиджа [11], «экономика знаний» - у Куинна [10] и «неосвязанная экономика» - у Ш.Гольдфингера [8], «интеллектуальный капитализм» у Т.Стюарта [12] и У.Гранстранда [9], «информационный век» - у М.Кастеллса [6].

2. РАЗВИТИЕ ОРГАНИЗАЦИИ: СУЩНОСТЬ И ОСНОВНЫЕ ФОРМЫ

В общем случае, под развитием понимают необратимое, направленное, закономерное изменение систем [4]. В результате происходит переход к новому качественному состоянию объекта, что выражается в изменении его состава или структуры.

Для социально-экономических систем, в том числе и предприятий, развитие выступает одной из двух основных тенденций их существования. Развитие хозяйствующих субъектов происходит путем изменений в предметах и средствах труда, а также самом человеке. Альтернативой развитию выступает функционирование - поддержание жизнедеятельности, сохранение функций, определяющих целостность системы и ее сущностные характеристики.

Развитие организаций может быть инициировано изменением факторов внешней или внутренней среды, в том числе техническим прогрессом, изменением экологических норм, износом основных средств и т.д.

В зависимости от характера взаимодействия предприятия с экономической средой выделяют три формы развития [1, с.13]:

- приростное – предусматривает наращивание производства и продаж продукции в уже освоенных сферах деятельности предприятия;
- адаптивное – нацелено на приспособление предприятия к изменениям его внешней среды;
- адаптирующее – видоизменяет внешнюю среду предприятия для обеспечения его максимальной эффективности и конкурентоспособности.

Различают также три варианта развития [1, с.15]:

- стратегическое – за счет изменения структурных и системных характеристик предприятия, в том числе рынков, ассортимента продукции, организации и управления;
- инновационное – реализуется посредством внедрения в деятельность предприятия технико-технологических и продуктовых инноваций;
- инвестиционное – происходит в результате привлечения дополнительных инвестиционных ресурсов для расширения деятельности предприятия, лишенное какой-либо инновационности.

Наличие кризисных явлений в современной экономике выдвигает на первый план инновационное развитие. Этот вариант выхода из кризиса, на наш взгляд, наиболее предпочтителен для организаций. По сравнению с альтернативными способами повышения конкурентоспособности, процесс накопления научных знаний и применения их в практической деятельности, по сути, безграничен. Кроме того, он дает предприятию больше возможностей занять лидерские позиции на рынке.

Проблемы общественного развития в преломлении к инновационной теории являлись предметом исследования ученых еще с начала XX в. Так, в 1909 г. В. Зомбарт выделил в качестве движущей силы хозяйственной системы предпринимателя [2]. Стремясь максимизировать прибыль и усилить конкурентные позиции, предприниматель внедряет технологические инновации в производство и способствует их распространению.

Более обоснованной признана концепция Й. Шумпетера, основные положения которой нашли отражение в работе «Теория экономического развития» (1911 г.) [5]. Эта концепция названа динамической, поскольку поступательное развитие экономики обосновано здесь динамикой, колебаниями конъюнктуры. Источником этих колебаний, по Шумпетеру, также выступает «динамичный предприниматель», внедряющий в свою деятельность инновации. При этом он обратил внимание на то, что радикальные или базисные инновации распределяются неравномерно во времени и экономическом пространстве.

К аналогичным выводам в результате своих исследований пришел и русский экономист Н.Д. Кондратьев [3] – автор всемирно известной волновой теории. Изучив четыре больших цикла хозяйственной конъюнктуры (1770-1990 гг.), он выделил скопления базисных инноваций, лежащие в основе каждого из них.

Теоретические идеи Кондратьева и Шумпетера нашли развитие в работах немецких ученых Г. Менша и А. Кляйхнехта. Так, по мнению Г. Менша, в момент, когда базисные нововведения исчерпывают свой потенциал, наступает «технологический пат», приводящий к застою в экономическом развитии. Менш считал, что промышленное развитие представляет собой переход от одного технологического пата к другому. По его мнению, депрессия играет роль генератора условий для появления базисных инноваций. Это в свою очередь приводит к возникновению новых предприятий, фазы развития которых связаны с цикличностью экономики. А. Кляйхнехт выдвинул положение о том, что только кластеры инноваций-продуктов образуются на стадии депрессии, в отличие от инноваций-процессов, которые концентрируются в основном на стадии повышения волны.

Все вышеизложенное подтверждает наше предположение о первоочередной значимости нововведений в процессе экономического развития предприятий в современных условиях.

3. ЗАТРАТЫ НА ИННОВАЦИОННОЕ РАЗВИТИЕ ПРЕДПРИЯТИЯ

Одним из основных ограничителей инновационного развития предприятий является недостаток финансовых ресурсов. Затраты на инновационную деятельность весьма разнообразны по структуре, источникам финансирования и объектам приложения. Указанное обстоятельство требует уточнения классификационных аспектов.

Научнообоснованная классификация позволяет четко определить место каждого вида затрат на инновационную деятельность организации в их совокупном объеме, а также создает возможности для повышения эффективности вложений и совершенствования процесса управления ими.

Обобщение классификационных аспектов затрат на инновационную деятельность организации представлено нами в табл. 1.

Таблица 1: Классификация затрат на инновационное развитие организации

Признак классификации	Классификационная группа
По периодичности возникновения	Единовременные Текущие
По типу инновации	На продуктовую инновацию На технологическую (процессную) инновацию На организационно-управленческую инновацию
По стадии инновационного процесса	На фундаментальные исследования На прикладные исследования На опытно-экспериментальные работы На коммерциализацию инноваций
По экономическим элементам	Материальные Затраты на оплату труда Отчисления на социальные нужды Амортизация Прочие
По возможности оценки	Планируемые Фактические
По отношению к предприятию	Внутренние Внешние
По источнику финансирования	Собственные Заемные Привлеченные Прочие
По участию в инновационном процессе	Прямые Косвенные

Авторским дополнением классификационных признаков и групп инновационных затрат предприятий является их разделение на прямые и косвенные. Считаем, что затраты предприятия, непосредственно связанные с реализацией какого-либо этапа инновационного проекта, могут быть определены как прямые затраты. Объектом приложения косвенных затрат в данном случае будут выступать, например, составляющие инновационного потенциала предприятия, что опосредованно способствует инновационному развитию хозяйствующего субъекта. Считаем, что учет этой категории затрат принципиально важен.

В качестве примера косвенных затрат рассмотрим затраты (в том числе инвестиционного характера) на развитие интеллектуально-кадрового потенциала предприятия. Составляющими этих затрат могут выступать:

- *Затраты на обучение и повышение квалификации персонала.* Процесс обучения персонала предприятия может быть организован как самообучение, электронное обучение или классические формы образования на базе учебных заведений. Как правило, обучение и повышение квалификации сотрудников предприятия производится к привлечением внешних специалистов, хотя в некоторых случаях это может быть организовано исключительно своими силами. В частности, многие крупные компании создают собственные учебные центры или корпоративные университеты.
- *Затраты на приобретение специальной литературы и информационных баз данных.* Этот вид затрат весьма значим, так как информационно-аналитическое обеспечение играет ключевую роль в накоплении знаний сотрудников предприятия и, в целом, инновационном процессе.
- *Затраты на процесс передачи знаний.* Этот процесс предусматривает получение знаний из внешней среды предприятия и реализуется посредством участия сотрудников компании в конференциях и симпозиумах, выставках и ярмарках, привлечения консалтинговых фирм и т.д.

Эффект от вышеуказанных вложений оценить весьма сложно, поскольку он не ограничивается сферой инновационной деятельности предприятия, а затрагивает и другие функциональные пространства. Кроме того, в данном случае особенно ярко проявляются специфические черты инновационных инвестиций: продолжительный период отдачи; повышенный уровень риска и неопределенности. В то

же время, считаем рассматриваемую категорию затрат важной составляющей финансового обеспечения инновационного развития предприятия.

4. ЗАКЛЮЧЕНИЕ

Таким образом, инновационное развитие является приоритетной формой развития организации в условиях кризиса. Затраты на обеспечение этого процесса характеризуются сложностью структуры, множественностью объектов вложений и источников финансирования. Особое место принадлежит косвенным затратам, опосредованно влияющих на результаты инновационной деятельности компаний.

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MARKETING IN THE FUNCTION OF SUSTAINABLE DEVELOPMENT OF TOURIST DESTINATION

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***Summary:** Under the conditions of increasing environmental degradation resulting from increased production, trends of the population, and tourist activities the environment is violating. The principles of sustainable development have been accepted at the global level, so they need to be implemented at all levels of the global community, through governmental to the national. Marketing of sustainable development in conditions of devastation and environmental degradation, as well as the demands of consumers who are increasingly expected providing of services, and therefore a better attitude towards the environment, competition as a constant companion in the positioning on the target market, the only reason is change of consciousness and that man and nature live in harmony.*

***Key words:** tourist destinations, sustainable development, natural environment, ecology*

1. INTRODUCTION

Continuous changes that are happening in the business world are primarily caused by the changed circumstances and conditions for the establishment and management business. Globalization imposes new rules and laws that were not so far present. Most authors believes that the theoretical concept of globalization occurs in the sociological, politology, and economic science, in response to the world-system theory of Karl Marx, which blame world capitalist system for the failures of the development of Third World War. (1 p.9) Therefore, globalization is not bypass tourist developments, either. Especially when it comes to trends in supply and demand of choosy tourist market. It affects tourism directly and indirectly. Direct influence is reflected in global changes in the fields of economics and other social and economic activities, and tourist movements, which are increasingly going global, reflect the indirect impact of globalization. "Tourism was the forerunner in the promotion of globalization, creating an international organization that spread depoliticized space and thus create the infrastructure on which new trends appear. However, globalization is a process that generates negative implications at the same time, (e.g. McDonaldisation) where that is actually an attack on the development of the world, "embodied in traditional and local practices of preparing and eating food, i.e. destruction of cultural and national identities." (2 p.7). According to the definition of the International Association of Scientific Experts in Tourism (AIEST) from the 1954 "Tourism is a set of relationships and phenomena arising from the travel and sojourn of some place visitors, if that residence is not based on permanent residence and if permanent residence is not connected with any of their economic activity." (3 p.544) As the phenomenon that has taken global dimensions in the XX century, tourism represents the greatest opportunity to transform the national economy in providing competition in the single European market. Priority of development is the valuation of inexhaustible natural resource base in the creation of offers, adapted to the most demanding custom travel preferences. The key role in reshaping the concept of a national tourism has conception and development strategy at the macro level of the country and destinations at the micro-level of tourist-catering companies. Synergy of management holder by development of the destination and offer holders creates a new vision aimed at higher profitability and repositioning at more dynamic tourist market.

Development goals of tourist privileges are always in the function of previously clearly defined goals, which we call "strategic objectives." In accordance with the principles of the general code of ethics in tourism, its principles are:

- The contribution of tourism to mutual understanding and respect between peoples and societies,
- Tourism as a mean of individual and collective fulfillment,
- Tourism as a factor in ecology and sustainable development,
- Tourism as a user of the cultural heritage of humankind, which contributes to its improvement,
- Tourism as a useful activity for the country's economy and social households,
- Tourism as a freedom of movement, physical, and spiritual wealth of each individual, etc

2. IMPACTS AND PRINCIPLES IN THE FUNCTION OF SUSTAINABLE DEVELOPMENT OF TOURIST DESTINATIONS

With the development of human civilization on Earth, and sudden excessive population growth, increasing negative impact of man on the environment inevitably appeared. Begging of the twentieth century is a turning point when globalization of environmental problems, and thus environmental degradation started. In contrast to industry, mining, forestry, agriculture, etc., tourism initially developed as the activity without adverse impact on the environment. However, during seventies tourism an analysis of mass tourism begins. That was especially obvious in the early eighties, by the movement for environmental protection, tourism began to be observed as the environmental pollutant, as exploiter of domestic population, and the sector focused on making profit in a very short period.

Bearing in mind the fact that, other the man, nature and space are other basic elements of tourism that are constantly exposed to different pressures, devastation and destruction, gradually disappearing and spending, there is a constant need for their protection and maintaining.

Problem becomes more complex if we know that general processes of social development connected with the process of globalization, causing increasing pressures to this good quality but limited environment, and so-called economic resources with its logic of "complementary development advantages" "by the rule jeopardizing the nature itself and environment that is irreplaceable and necessary not only for tourist" development, but primarily for the life of a mankind.

Complete dissatisfaction with the quality of mass tourism came with nineties, increased sensitization of the public in terms of environmental and cultural elements, enhancing awareness of the uniqueness and sensitivity of natural and human resources they have, and changing the attitude of subjects in terms of tourism development.

All this lead to the center of attention the need to direct touristic development from exploitative to sustainable. Debate about such development was held in Rio de Janeiro in 1992. UN Conference ("Earth Summit") is starting to encourage the development of tourism with the aim of minimizing damage to environment. Conference resulted in creating a document called Agenda 21 (the program for 21 century), signed by 182 countries, and it consists of an action plan intended to encourage sustainable tourism development, i.e., how to make development environmentally, economically, and socially sustainable.

Series of policy documents in the form of legal binding conventions (Aarhus, Kyoto, and Helsinki) was also adopted at the global level and the UN, through its conferences and preparations for Rio, defined three main directions for changes in education (Chapter 36 of Agenda 21) which should contribute to behavioral change in the whole society, and those are:

- 1) **Systematic training of staff for sustainable development,**
- 2) **Enhancing of public awareness of the benefits for sustainable development, and**
- 3) **Promoting of effects and principles of sustainable development**

In accordance with Agenda 21, WTTC, WTO, World Council, and Earth Council announced the Agenda 21 for travel and tourism industry - "Towards the environmentally sustainable tourism" which emphasizes the need of knowledge of the role of tourism in the process of proper development, and it offers to tourist organizations priority action plan for the implementation of sustainable tourism in practice.

European Parliament and the European Commission found that the basic directions of the strategy of sustainable development (4 p.122) and the EU are focused on four key issues (5 p.12):

- 1) **Climate change** (The goal - reducing emissions of harmful gases in the atmosphere - greenhouse syndrome)

- 2) **Sustainable production and consumption** (The goal - the preservation and sustainable development of natural resources essential for economic development and for life),
- 3) **Protection of water** (The goal - to save water flows from excessive pollution due to discharges of hazardous substances harmful for the living world and the environment), and
- 4) **Protection of land** (The goal - to protect land from devastation, excessive urbanization, and pollution)

Ecological, socio-cultural, and economic sustainability are the three main principles on which the sustainable development of tourism. (6 p.268).

Ecological sustainability ensures compatibility of development with the preservation and maintenance of basic ecological processes, biological diversity, and biological resources (the integrity of ecosystems, global issues).

Socio-cultural maintenance guarantee compatibility of development with preserving of culture and human system, and permanent preserving and display of local community identities (humanization of work, motivation, social mobility, social care, cultural identity).

Economic sustainability ensures the efficiency of economic development and resource management in a way that will provide benefits to future generations (productivity, competitiveness, economic growth).

The aim of applying the concept of sustainability in tourism is to meet the needs and improve quality of life of the local people, to develop high quality tourism products and to meet the needs and demands of tourists, as well as resources to save them so the future generations could use it. Direct and indirect potential benefits contributing to the concept of sustainability tourism are the tourist product offer, the preservation of the resource base to strengthen the cultural identity of domestic population, a greater understanding for touristic industry, and the public, etc.

However, in the environment are present forces that encourage adoption, but there are retrograde forces too that are resisting the adoption of the principles of sustainability in tourism. So, pressures on consumers for example, directions of public authorities necessary to comply with the planning and movement to assess and control (audit) non-profit organizations of environmental impact are one of the main forces supporting the implementation of the concept of sustainability in tourism. Unlike the previous, the economic imperatives of the tourism industry, the costs of environmentally sound development, the willingness of tourists to pay a higher price for environmentally value of tourist product, the real possibilities of already known destinations to develop a renown and image of "green destination" as well as the needs of some regions and countries in the development for employment and foreign exchange, presents serious obstacles to the adoption of sustainable tourism development. Figure No. 1 in a simple and practical fashion shows the basic **principles of sustainable tourism development**.

1. SUSTAINABLE USAGE OF RESOURCES

Conversation and sustainable usage of resources – natural, social, and cultural – it is of crucial importance and provides long-term usefulness of business.

2. REDUCTION OF EXCESSIVE COSTS AND WASTE

By reduction of excessive costs and waste, the costs of recycling are reducing, long-term damages also, and quality of tourism is improving

3. MAINTAINING OF DIVERSITY

Organizing promotions of natural, social, and cultural diversities is the base for long-term sustainable tourism, which is the crucial thing in industry.

4. INTEGRITY OF TOURISM AND PLANNING

Tourist development that is integrated into national and local frame of strategic planning, evaluates influence on the environment and improves long-term duration.

5. SUPPORT OF THE LOCAL ECONOMY

Tourism supports series of local economy activity that takes into account environmental costs and values; it protects the economy, and eliminates damages in the environment.

6. INVOLVMENT OF LOCAL COMMUNITIES

Full involvement of local communities in tourist sector brings not only advantages for them or environment, but improves quality of touristic offers.

3. MARKETING ACTIVITIES OF TOURIST DESTINATIONS AIMED TO ENCOURAGE ADOPTION AND IMPLEMENTATION CONCEPTION OF SUSTAINABLE TOURISM DEVELOPMENT

Given the benefits sustainable development has for the overall environment, today and in future those successful tourist destinations that planning, organization, implementation, and control of their own marketing activities based on the concept of sustainability and direct them to all or at least the primary sets of actors will be very successful. This actually means that marketing a tourist destination should be in the function of its sustainable development. A set of actors whose interests are complementary or opposed in terms of tourism development are present for each destination, in general, especially when it’s about the sustainable development.

- The local population is considered the most important actor, because it lives in the destination that offers visitors local resources.
- Tourists are looking for a gratifying experience that can be delivered through high quality services with good management and organization of destination.
- The public sector as the carrier of the function of leading and coordination sees tourism as a means of increasing income, stimulating regional development, and employment.

Economic, socio – cultural, and environmental effects of tourism are distributed among different populations of a tourist destination. In this sense, the relationship of members in relation of tourism development is different. Picture no. 2 shows the four groups of residents, structured in terms of attitude towards the development of a tourism destination in which they live.

Groups of people		Attitude on tourism
Economic participation rate	The level of tourist development in destination	
Low	Low	High hopes in the future development of tourism Favor of future development They have no needs for knowledge in terms of tourism development Future tourism development should be discouraged
High	High	
High	Low	
Low	High	

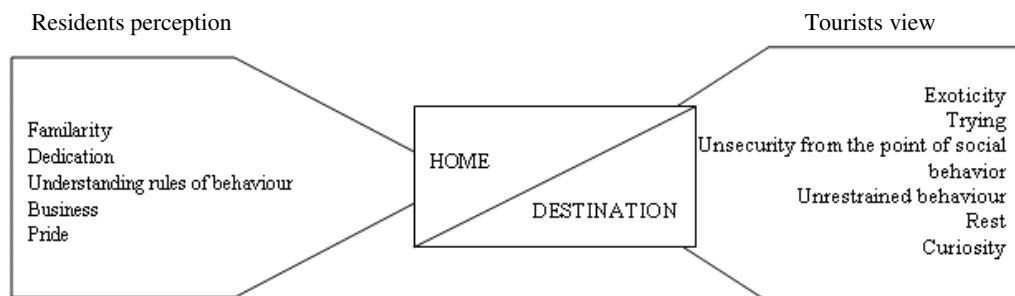
Source: Allen, L. Hafer, H., Long P., et all (1993), Rural residents’ attitudes towards recreation and tourism development, Journal of Travel Research, spring. P. 27 – 33.

Potential antagonism of the local population towards tourism development, it is possible to prevent by marketing activities at the level of tourist destinations based on the principles of sustainable development. Some of these positions are:

- Inclusion of the population in the process of decision making and planning of tourism development,
- Insurance of incentives for local owners of tourist facilities,
- Keeping the economic benefits of tourism at the level of destination,
- Training of residents so they could work in tourism at all levels,
- Education of residents on tourism concepts, activities, and benefits,
- Maintaining the authenticity of folklore and ancient crafts,
- Encouraging people to adopt the local architectural style and construction using local materials, etc

Tourists and local people are experiencing tourist destination differently (Figure No. 3). To encourage tourists to destinations “sustainable” behavior during their stay, it is necessary to carry out certain marketing activities intended to:

- To encourage visits by those types of tourists who will respect local traditions, and
- Inform visitors about local customs, local environment, and ecology.



Source: Laws, E., (1995), *Tourism Destination Management - Issues, Analysis, and Policies*, London, Routledge, p. 76

Accepting and supporting of the principles of sustainable tourism within the subjects of tourism industry can be implemented through:

- Education of the subjects of tourism industry on the existence of the relationship between tourism and the environment (Figure No. 4), as well as encouraging them to explore the states of the environment, defining development targets in line with the concept of sustainability, accepting the mechanism of encouraging to achieve goals and control of business activities in accordance with the declared objectives.
- Requesting limitation of the number of flights and accurate definition of the “charter” program
- Animate tourists and their sojourn in specially equipped rooms

Relation between tourism and environment

Tourism versus environment	Environment versus tourism
<p>Possibilities</p> <p>Commercial effect of preserving the natural and built environment</p> <p>New use of surplus buildings and land</p> <p>Increased attention and support for conservation</p> <p>Limitations</p> <p>Intrusive development</p> <p>Crowd</p> <p>Interferences and physical damages</p> <p>Pollution and wasting resources</p>	<p>Possibilities</p> <p>Beautiful environment and heritage as an attraction for visitors</p> <p>Ecotourism based on the values of the environment</p> <p>Limitations</p> <p>Hostile and monotonous environment</p> <p>Dangerous pollutions on the beaches, in the water, and urban areas</p> <p>Intrusive development of other industries</p>

Source: Cooper, C., Fletcher, J., Gilbert, D., (1998), *Tourism - Principles and Practice*, Harlow, Essex, Longman, p. 308

Tourist destinations can encourage public services to create conditions for sustainable tourism development through marketing activities, which are reflected in:

- Planning of imposing tax on services offered to tourists,
- Developing of awareness on the need to control deviant behavior of tourists,
- Encouraging the setting interpretation board next to the cultural attractions,
- To encourage introduction of visas for foreign tourists when necessary

It is important to emphasize that only by synergic acting of all actors of tourist destination, therefore, local people, tourism industry, tourists and public services, tourist destinations will achieve sustainable tourism development.

4. RESUME

Although tourism undoubtedly contributes to economic development, development of other economic and social activities, and to a better evaluation of natural resources, at the same time it has caused many negative effects and damages, particularly related to mass tourism. Ecology, hunger, disease, inflation, and militarism are the biggest problems of modern society. We should save and protect nature its various resources, and "protection of is the fight without winners". That is the long-term and complex process which must include active participation of the entire population, not only administrative and socio-political authorities under the motto "Think globally, act locally."

All countries members of the European Union have adopted the principles of sustainable development as its strategic orientation, so the great part of legislation, particularly in the area of environmental protection and sustainable development is addressed and it represents the strategic goal of any sustainable strategy. Ecologic sustainable strategy is the primary assumption of success, in which man and nature will be harmonized eventually.

Tourism as unavoidable economic factor must be recognized as a factor of environmental protection and the overall ecosystem, and then socio-ecologic education on natural and social environment, the comprehensiveness and integrity of the historical and cultural heritage, and thus the man in his integrity is more appropriated and inspired.

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IMPACT OF FINANCIAL CRISIS ON CORPORATE PERFORMANCE: EVIDENCE FROM SLOVENIA AND SERBIA

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Summary: The paper aims to examine the effects of current financial crisis on corporate performance. The analysis was performed for the period 2005-2008 for Slovene and Serbian publicly traded companies taking part of stock indexes. We were mainly interested in changes of ratios return on equity (ROE) and return on assets (ROA). Additionally we tested possible changes of return of assets from operations and return of financial assets. We have found that significant changes of ROA and ROE in times of financial crisis were evident just in the case of Slovenia, while in the case of Serbia just the share of equity capital decreased (in the structure of financing) and the proportion of financial assets in total assets increased. No significant changes were evident in the case of ROA and ROE. In accordance with the fact that results might be a consequence of accounting policies in use, future research approach should analyze if the crisis will have a major effect in the business year 2009. If future major losses will not be evidenced we can argue that the financial crisis did not have a major effect on Serbian publicly traded companies.

Key words: financial crisis, corporate performance, financial losses, publicly quoted companies

1. INTRODUCTION

We are living in times of great uncertainty as a consequence of the latest financial crisis. It was triggered primarily by default of mortgage loans in the United States at the end of 2006 and beginning of 2007. Especially banks all over the world suffered large losses and many of them were at the edge of bankruptcy. As a consequence the financial crisis spread from one partial segment of national financial market to the global financial market as a whole. Stock exchanges have not felt the crisis until mid-2007. Thereafter from global maximums of all major indexes depreciated enormously in next couple of months.

Years ago such crises would not affect Slovenia and Serbia (or at least not in such enormous level) – this can be seen from historical data on stock exchange indexes, when indexes were not correlated with other stock exchange indexes. The current situation shows that Slovenia and Serbia are totally incorporated into global financial market. But if stock exchange followed other markets also due to "horde effect", it is the question, what was the effect of the crisis on corporate performance of publicly traded companies.

In accordance with the fact that financial crisis had an enormous effect on corporate performance of companies all over the world we believe that:

H1: The financial crisis had a significant affect on the profitability of Slovene and Serbian publicly traded companies.

Decreasing stock market lead to enormous financial losses related with financial assets. To that end we presume also:

H2: Return on financial assets of Slovene and Serbian publicly traded companies significantly decreased.

2. THEORETICAL BACKGROUND

Financial crisis are subject of academic research for decades. [1] even analyzed financial crises from 17th century onwards. The topic is becoming even more interesting in recent years, as emerging economies are becoming more and more important due to globalization. This effect is similar to the first phase of globalization (from end 19th century until 1st world war), whereas the frequency and depth of the crises is stringer in this second phase of globalization [2].

Financial crises can have an enormous destructive effect; especially on emerging economies (see [3, 4]. [2] summarizes empirical results of different studies. These studies usually compare GDP growth before and after the crises, and they mostly shows that the loss of potential GDP due to financial crises can be enormous. The effect, however, depends also on the type of the crisis. For economic policy, financial crises can be a challenging topic. One of the goals of economic policy is that economic cycles are as low as possible with no exceptional stagnation period or declines in business activity.

In modern market economies more and more different obstacles and barriers are removed. Maybe free movement of capital is one of the most important effects of globalization and boosts the efficiency of markets and economies. On the other hand – as argued by [2] – due to the openness of the economies these become vulnerable and the markets are becoming more volatile. The effect can be especially obvious for developing, emerging and transition economies: many empirical studies (see e.g. [5, 6]) show that these economies are faced with significantly higher volatility and sensitivity due to external shocks compared to developed economies.

From historical point of view there were different types of financial crises. Modern types of financial crises were usually in the form of currency crises, banking crises, “infection” crises or crises of external debt. These crises were usually more or less limited to one or some segments of the market and limited to one of a couple of economies. The last financial crises, however, has practically no limitations. It has affected more or less all segments of financial markets and all economies, even though the macroeconomic effects of the crises cannot be yet analyzed. One can easily argue that the last financial crisis has its international and general effect mostly due to the level of globalization, interconnection of financial markets, and also – which is not frequently underlined – the financial innovations that were possible due to relatively low regulations on so-called OTC markets.

Not only “free-fall” of stock prices can be of concern, maybe the liquidity issue is even more problematic. It seems that due to the crises the confidence in financial system is on it lowest point, which effects also credit conditions and thereafter economy as a whole. Therefore the subprime crises tends to lower as well as profits of financial assets of companies and either profits as a whole.

3. METHODOLOGY AND DATA

We tested our hypothesis on the sample of Slovene and Serbian publicly quoted companies. The sample includes 15 Slovene and 15 Serbian publicly traded companies that were part of stock index on the day of 10th January of 2010. Slovene companies were selected on the basis on Slovene stock index SBI 20, while Serbian companies were collected on the basis of BELEX 15. Financial data used for the analysis were collected on the basis of publicly available annual reports. The analysis was performed for the period 2005-2008.

Several parameters were calculated as entering variable in our analysis. Besides the effect of financial crisis on companies’ results from total operations, we further tested their performance on the operational and financial level. The purpose of our analysis was to discover which part of their business was mostly affected by the impact of the financial crisis.

For the purposes of testing the first hypothesis the return on equity (ROE) and return on assets (ROA) were calculated as:

$$ROE_t = \frac{\Pi_{TOT,t}}{\frac{E_t + E_{t-1}}{2}} \dots\dots\dots (1)$$

and

$$ROA_t = \frac{\Pi_{TOT,t}}{\frac{A_t + A_{t-1}}{2}} \dots\dots\dots (2)$$

where:

$\Pi_{TOT,t}$... net income in year t,

$\frac{E_t + E_{t-1}}{2}$... average value of companies' common equity in year t and

$\frac{A_t + A_{t-1}}{2}$... average value of companies' assets in year t.

Furthermore we aimed to analyze the effect of the financial crisis on corporate performance that derives from operations and those one which concerns the financial part. For this purpose we calculated the return on business assets and return on financial as:

$$ROBA_t = \frac{\Pi_{BA,t}}{\frac{BA_t + BA_{t-1}}{2}} \dots\dots\dots (3)$$

and

$$ROFA_t = \frac{\Pi_{FA,t}}{\frac{FA_t + FA_{t-1}}{2}} \dots\dots\dots (4)$$

where:

$\Pi_{BA,t}$... profits derived from business assets in year t,

$\Pi_{FA,t}$... profits derived from financial asset in year t,

$\frac{BA_t + BA_{t-1}}{2}$... average value of business assets in year t and

$\frac{FA_t + FA_{t-1}}{2}$... average value of financial assets in year t.

In accordance with the fact that for banks and insurance companies it is very difficult to extract business assets from financial assets, we assumed that all their assets relate just business operations (we accepted the supposition that there are no financial assets). To that end we calculated just their returns from operations.

We used simple paired sample t-test for testing the differences between two different periods. We compared years 2005, 2006 and 2007 (the period before the financial crisis) with 2008 (times of financial crisis) in relevant parameters. In accordance with the fact the stock prices were still rising till the mid of 2007, we believe that the effects of the financial crisis were evident just in the year 2008. We used 5% statistical significance as a cut-off point.

4. RESULTS

4.1. Slovenia

The results of paired sample t-test performed for Slovenian companies demonstrated the following results. A significant decrease was evident in performance ratios like ROE (sig. 0.002) and ROA (0.003). Both of them significantly decreased in times of financial crisis (year 2008). Additionally we tested possible changes of ratios ROBA and ROFA were no significant changes were found. The financial crisis did not have a significant effect on the profitability of financial assets and assets from operations in the case of Slovenia. Our further analysis demonstrated that in times of financial crisis a significant change was evident in the financial structure of analyzed companies. The share of equity capital significantly decreased in the year 2008. On the other hand the proportion of financial assets and assets from operation did not evidence any significant change. More detailed results of the analysis are presented in table 1.

Table 1: Results of paired sample t-test for Slovenian publicly traded companies

	Average2005-2007	Average2008	t-stat.	sig. (2-tailed)
ROE	7.59%	2.30%	3.753	0.002
ROA	3.41%	1.36%	3.530	0.003
ROBA	5.58%	3.79%	2.058	0.067
ROFA	-6.69%	-23.36%	1.178	0.266
Share of capital	45.9%	40.95%	2.545	0.023
Share of financial assets	20.55%	16.94%	1.181	0.265

In continuation figure 1 presents companies where ROE decreased between years 2005 and 2008. Just three out of fifteen companies (Krka, Mercator and Aerodrom Ljubljana) did not evidence a decrease in 2008 in comparison with the year 2005. Companies presented in figure 1 represent 70% share of SBI.

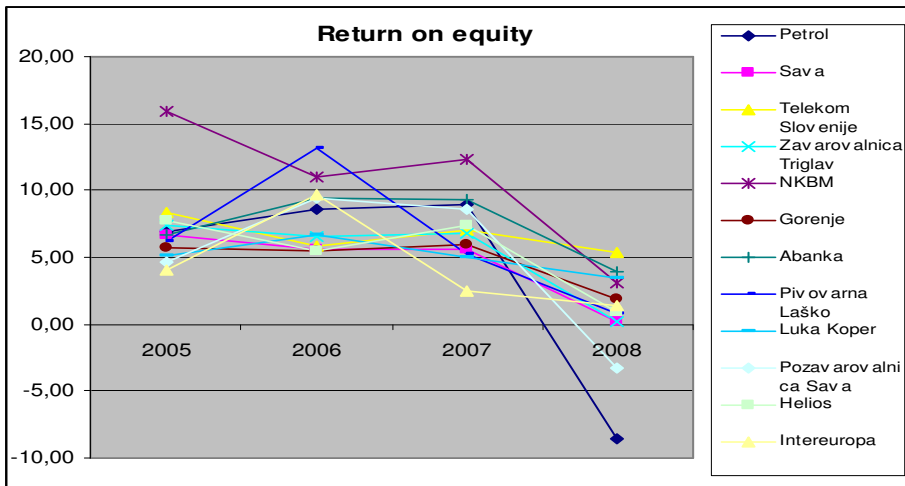


Figure 1: Changes of ROE in period 2005-2008

Figure 2 presents companies that in the period 2005-2008 (comparing 2005 and 2008) evidenced a decline of share of equity capital in the financial structure. These companies represent 71% share of SBI index.

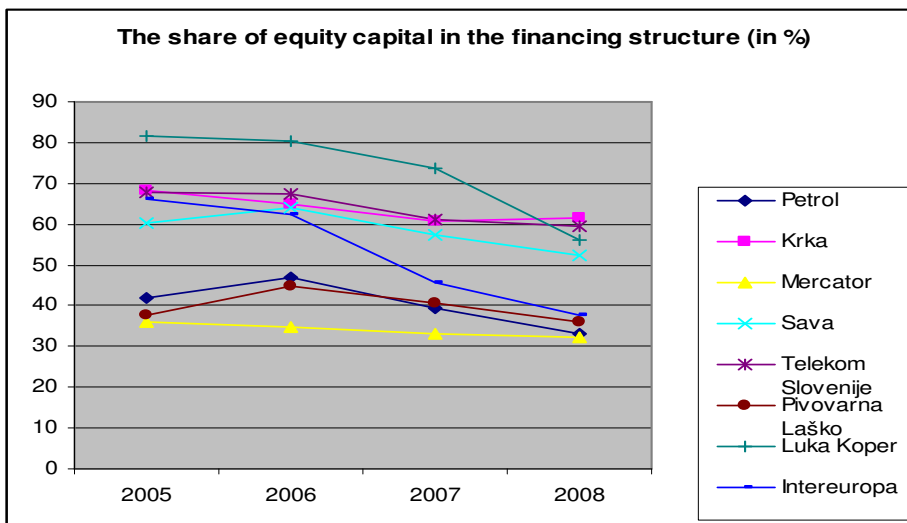


Figure 2: Changes in the share of equity capital in period 2005-2008

4.2. Serbia

The analysis of Serbian publicly traded companies demonstrated an opposite picture (table 2).

Table 2: Results of paired sample t-test for Serbian publicly traded companies

	Average2005-2007	Average2008	t-stat.	sig. (2-tailed)
ROE	6.78	5.74	1.540	0.150
ROA	3.29	2.42	1,485	0.163
ROBA	4.01	4.10	-0.597	0.569
ROFA	-13.64	71.24	1.740	0.125
Share of capital	48.94	44.77	2.221	0.046
Share of financial assets	5.66	10.26	-2.693	0.031

In the case of Serbia ROA and ROE did not change significantly in the year 2008. Even ROBA and ROFA did not change. The financial crisis effected just the financial structure, where the share of owners' equity capital decreased (just the same as in Slovenia). Moreover in the case of Serbia the structure of assets changed. The share of financial assets in total assets surprisingly increased.

A change of share of equity capital for companies were a decrease was evident is presented in figure 3 (they represent 48% share of BELEX).

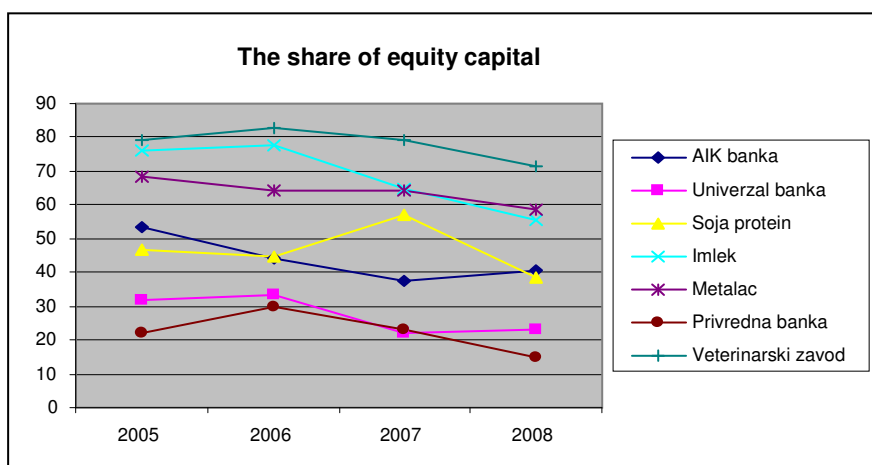


Figure 3: Changes in the share of equity capital in period 2005-2008

Furthermore figure 3 presents the share of financial assets in the period 2005-2008. Financial institutions were not included in this analysis in accordance with the fact that it is very difficult to separate financial assets from those related with operations. From figure 3 we can evidence a major growth between 2005 and 2008 that was not significant for Slovenia. An increasing share of financial assets in 2008 was furthermore surprising. We believed that the phenomenon of major write-offs (of financial assets) all over the world will lead to their decreasing importance in the structure of total assets. In average we evidenced an increase of total assets, to that end also the value of financial assets increased too.

The results of the analysis demonstrate that in the case of Slovenia we can accept the first hypothesis, while we can reject it in the case of Serbian companies. The second hypothesis can be rejected from the point of view of both countries. Despite the fact that financial crisis did have an enormous effect on financial markets (were stock prices of both Slovenian and Serbian companies decreased) accounting data did not follow these decreases as we expected. Unexpected were mostly the results of Serbian companies were no significant change of ROA, ROE, ROBA or ROFA were evidenced. Additional comparison of table 1 and 2 show that Slovene companies have in average a slightly higher share of financial assets in comparison with Serbian companies, while Serbian companies evidence larger losses deriving from financial part of operations. In the analyzed period changes (in percentage points) of average ROE, ROA and ROBA in Slovenia were larger in

comparison with Serbia. Moreover the rising share of financial assets in the structure of total assets in Serbian publicly traded companies has driven our attention.

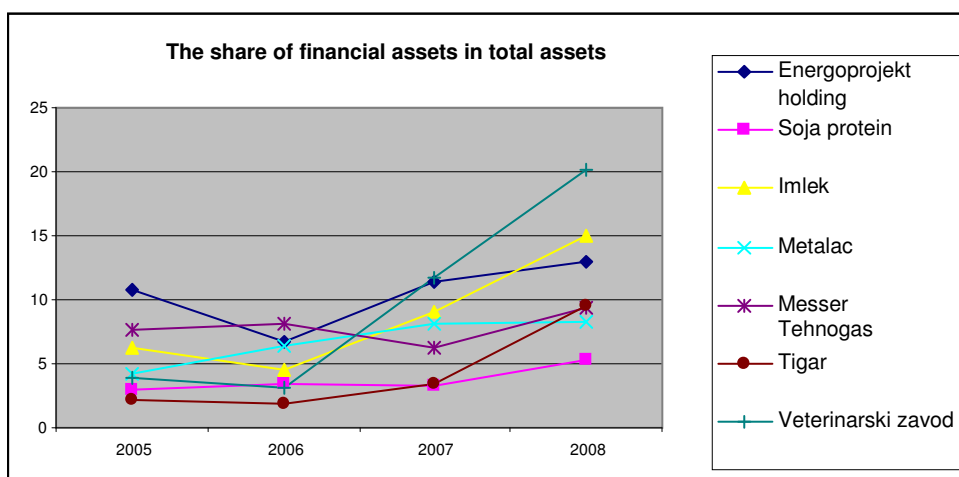


Figure 4: Changes in the share of financial assets in period 2005-2008

5. CONCLUSION

The results of the analysis demonstrate that not always accounting data reflect completely activities in the economic environment. In 2008 Serbian companies did not evidence any significant decline of profitability ratios even if in BELEX an important share concerns banks (six out of fifteen companies are banks; i.e. 61% share of BELEX). Already findings of [7] demonstrated that Slovene banks surprisingly increased ROA and ROE in times of financial crisis. We can speculate that these results are also a consequence of accepted accounting policies in use. To that end more detailed analysis of accounting data (especially accounting policies in use) has to be done to extract more information about factors that have the major impact on corporate performance. Therefore future research approach could analyze more in details the effect of financial crisis on corporate performance of Slovene and Serbian publicly traded companies also by taking into account also results of forthcoming years.

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ETHIK IN DER VOLKSWIRTSCHAFT

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Der Begriff der Ethik ist in vielen Bereichen von Bedeutung. Ich beschränke mich heute auf die Frage der Ethik in der Wirtschaft und versuche Lösungen zur Diskussion zu stellen die der Ethik in der Wirtschaft zu mehr Aufmerksamkeit verhelfen könnten.

Welche Erwartungshaltung haben wir eigentlich gegenüber der Ethik im Wirtschaftsleben. Im Kontext des sogenannten Alltagsdenkens findet sich sehr oft die Meinung: „Ethik in der Wirtschaft rechnet sich nicht“ oder „Ethik ist etwas für unverbindliche Festreden“. Dieser Meinung möchte ich vehement widersprechen. Sie beruht auf einem Alltags-Skeptizismus und einem einseitigen Wissensstand wobei beide für das Handeln in einer modernen, technologisch geprägten und wirtschaftlich dominierten Welt als Grundeinstellung tödlich sind.

Sie verstellen uns nämlich damit den Blick für neue Lösungen und untergraben das Bemühen sich mit den inhaltlichen Grundlagen des modernen Lebens auseinanderzusetzen und vertraut zu machen. Jene mangelnde oder eingeschränkte Vertrautheit macht es möglich uns der Verantwortung zu entziehen indem wir uns gerne auf wirtschaftliche Regeln und Sachzwänge berufen. Erst der Abstand von solchen Sachzwängen, innerhalb derer man die Lösung eines Problems zu suchen sich gezwungen fühlt, ermöglicht es auch andere Lösungen zu finden. Nicht zuletzt Lösungen die mit einem „menschlichen Augenmaß“ verträglich sind. Man kann letzteres auch als „reflexive Distanz“ oder „reflexive Korrektur“ bezeichnen. Und genau darum geht es bei der Ethik der Wirtschaft. Ethik selbst liefert zwar keine unmittelbaren Lösungen für konkrete Probleme bei wirtschaftlichen Entscheidungen, aber sie kann unsere Einstellung und unsere Motivationen so beeinflussen, dass wir nach Lösungen suchen – insbesondere im Kontext wirtschaftspolitischer Entscheidungsprozesse – also Lösungen die langfristig gesehen wesentlich fruchtbarer sind und uns das Leben – im Sinne einer Maximierung des sogenannten Gemeinwohles – angenehmer machen. Es ist jener ethischer Wert welcher die kurzfristigen rein kommerziellen Gedanken bzw. die individuellen oder egoistischen Entscheidungen beeinflussen soll und muss.

Damit habe ich schon einen wesentlichen Punkt der praktischen Bedeutung von Ethik in der Wirtschaft genannt, nämlich langfristige Lösungen und die Motivation diese „auch“ zu suchen, begründet durch die Übernahme von Verantwortung für die Konsequenzen unserer Handlungen. Dies ist ein Punkt, an dem die Ethik und somit die Regelung des Verhaltens mit und zueinander auf Grundlage moralischer Regeln in das täglich Wirtschaftsleben eingreifen kann. Das heißt man sollte nicht die in der griechischen Geschichte verankerte Frage stellen: „Was ist Ethik“, sondern „Wozu dient Ethik“? Welche Aufgabe, welche Funktion hat Ethik – und das durchaus empirisch gemeint – zu erfüllen. In der Praxis des Managements geht es heute mehr und mehr um ein flexibles Management, um einen verständigen, diskreten, verantwortungsvollen Umgang mit Wissen. Dabei ist klar, daß das klassische Instrumentarium der Betriebswirtschaftslehre mit einer gewissermaßen reflexiven Distanz, einem menschlichen Augenmaß in die Bewertung von Anwendungsergebnissen einzubringen ist. Dies ist der Ort an dem sich Ethik nützlich machen könnte, indem z.B. - ähnlich den Umweltverträglichkeits-Überlegungen - eine Werte-Verträglichkeit in die Beurteilung der wirtschaftlichen Maßnahmen und in die Abschätzung der Rezeption und deren Auswirkungen und Konsequenzen eingeht. Die besten Maßnahmen nützen allerdings nichts, wenn sie nicht befolgt werden, weil die Ausführenden nicht dahinter stehen. Dies gilt für ökonomische Zusammenhänge genauso wie z. B. für die Betriebsleitung eines Atomkraftwerkes, deren Mitglieder nur an der Maximierung ihres persönlichen Nutzens

interessiert sind und nicht auch das Gemeinwohl und die besondere Verantwortung bei der Bewältigung ihrer Aufgabe vor Augen hat. Die Reduktion ihres Verhaltens auf Handlungs-Regeln bzw. Problemlösungskonzepte ist zu wenig, weil sie Verantwortung, Motivation und Ethik eliminiert. Zur Motivation gehört also auch ein Verständnis und eine Verträglichkeit von Handlungen mit dem jeweiligen Wertesystem einer Gruppe von Menschen auf der Basis ethischer Begründungen, die zu moralischen Regeln führen.

Hilary Putnam, Professor an der Harvard Universität hat es in einem viel beachteten Vortrag auf den Punkt gebracht: *“Wer nur dann handelt, wenn die „geschätzten Nutzwerte“ günstig sind, führt kein sinnvolles menschliches Leben. Selbst wenn ich etwas zu tun beschließe, dessen ethischer und sozialer Wert zweifelsfrei feststeht, geht es bei dieser Entscheidung nicht darum, ob es gut ist dass jemand dergleichen überhaupt tut, sondern darum, ob es gut ist dass ich das tue. Die Antwort auf diese Frage kann nicht von nachgewiesenen wissenschaftlichen Fakten abhängen, einerlei wie großzügig die Bedeutung des Begriffs „wissenschaftlich“ interpretiert wird.”*

An der Stanford Universität wird daher auch formale Logik in diesem Sinn unterrichtet, was weitreichende positive Konsequenzen für die Thematik des „Wissensmanagement“ – u.a. im Bereich der Betriebswirtschaftslehre – hat.

Für unseren Kontext bedeutet das, dass die „Inferenzstrukturen“ also die diskursive Akzeptanz oder Nachvollziehbarkeit und argumentative Durchsetzung von Behauptungen und Maßnahmen eine wesentliche Voraussetzung sind. Es müssen also diese Strukturen auf der Basis von Anschauung und Modellen und auch hinsichtlich einer allfälligen persönlichen Betroffenheit sichtbar gemacht werden, damit dadurch die „impliziten“ Wertsysteme und damit Ethik allgemein zum Tragen kommt.

Ein ganz wesentlicher Bereich der Ethik in der Wirtschaft betrifft die ethischen

Grundlagen der Einkommensverteilung

Das ethische Grundprinzip, das die Einkommensverteilung in einer vom freien Markt geprägten Gesellschaft unmittelbar rechtfertigen würde, müsste lauten: „Jedem dasjenige, was er und die in seinem Besitz befindlichen Mittel erwirtschaften.“ Die Grundlegung nur dieses Prinzips hängt jedoch bereits implizit von staatlichen Maßnahmen ab. Besitzrechte sind auf Gesetzen und sozialen Übereinkünften aufgebaut. Die Definition und die Durchsetzung dieser Rechte ist eine der Hauptfunktionen des Staatswesens. Die endgültige Verteilung von Einkommen und Wohlstand unter voller Anwendung dieses Prinzips kann ganz entschieden von den angenommenen Besitzregeln und Vorschriften abhängen.

Welche Beziehung besteht zwischen diesem Prinzip und einem anderen, das ethisch hochstehend zu sein scheint, nämlich dem Grundsatz gleicher Behandlung für jedermann? Die beiden Prinzipien sind zumindest zum Teil nicht widersprüchlich. Produktgerechte Entlohnung mag zur Erreichung echter Gleichheit der Behandlung nötig sein. Ungleichheit in der Entlohnung durch den Markt ist zur Sicherstellung der Gleichheit in der Entlohnung im Gesamtbild, das heißt für Gleichheit der Behandlung, geboten, wenn wir es mit Personen zu tun haben, die mit gleichen Fähigkeiten und gleichen Mitteln ausgestattet sind und von denen einige mehr Gefallen an mehr Freizeit und andere wiederum an der Herstellung verkäuflicher Produkte haben. Jemand mag eine Routinetätigkeit mit viel Freizeit einer höher dotierten, aber anstrengenden Betätigung vorziehen, und ein anderer mag genau umgekehrt empfinden. Wenn beide die gleiche Summe Geldes ausgezahlt bekämen, wären ihre Einkommen im eigentlichen Sinn ungleich. Gleichermassen setzt gleiche Behandlung voraus, dass jemand für einen anstrengenden und möglicherweise auch unattraktiven Beruf besser bezahlt werden muss als für einen angenehmen und wenig anstrengenden. Unterschiedliche Bezahlung schafft einen Ausgleich für unterschiedliche Eigenschaften von Tätigkeiten. In der Ausdrucksweise der Wirtschaftswissenschaftler handelt es sich hierbei um „ausgleichende Unterschiede“, die zur Gleichstellung der Gesamtheit der „Netto-Vorteile“, finanzieller und anderer Art, notwendig sind.

Auf etwas subtilere Weise ist dann noch eine andere marktbedingte Form von Ungleichheit zur Erzeugung von Behandlungsgleichheit erforderlich oder, um es anders auszudrücken, um den verschiedenen Geschmäckern der Menschen gerecht zu werden. Dies kann am besten am Beispiel einer Lotterie illustriert werden. Man stelle sich eine Gruppe von Menschen vor, die alle über das gleiche Anfangskapital verfügen und die freiwillig vereinbaren, bei einer Lotterie mit sehr unterschiedlichen Preisen mitzuspielen. Die daraus letztlich resultierende Ungleichheit ist sicherlich erforderlich, damit die einzelnen Personen ihre anfängliche Gleichheit am besten nutzen. Wiederangleichung ihres Einkommens nach dem Spiel wäre gleichbedeutend mit einem Verbot, sich an der Lotterie zu beteiligen. Dieses Beispiel hat in der Praxis weitaus größere Bedeutung, als es bei wörtlicher Auslegung des Begriffs „Lotterie“ zunächst den Anschein hat. Menschen suchen sich Beschäftigungen, Anlageformen und ähnliches zum Teil nach ihrem Geschmack für das Unwägbare aus. Die Frau, die Filmschauspielerin und nicht Beamtin werden möchte, und der Mann, der anstelle von festverzinslichen Staatsanleihen lieber Hedge Funds erwirbt, entscheiden sich freiwillig für die Lotterie.

Obschon ein Großteil der Ungleichheit im Einkommen durch Entlohnung einer erbrachten Leistung auf den „Ausgleich“ von Unterschieden oder auf die Befriedigung des menschlichen Hanges zum Risiko zurückzuführen ist, spiegelt ein großer Teil dieses Unterschieds doch grundsätzliche Differenzen an Anlagen, sowohl in Bezug auf menschliche Fähigkeiten als auch auf Besitz und Eigentum, wieder. Hierbei ergeben sich die wirklich schwierigen ethischen Fragen.

Es ist häufig zu hören, man müsse grundsätzlich zwischen Ungleichheit der persönlichen Anlagen und des Besitzes sowie zwischen Ungleichheit zwischen ererbtem und erworbenem Wohlstand unterscheiden. Aus unterschiedlichen persönlichen Fähigkeiten oder aus einem verschiedenen großen, von der fraglichen Person erworbenen Wohlstand resultierende Ungleichheit wird für angemessen erachtet, oder zumindest doch nicht für so unangemessen, wie aus unterschiedlich großem, ererbten Wohlstand resultierende Ungleichheit.

Diese Unterscheidung ist meines Erachtens nicht aufrecht zu halten. Sind die hohen Einkünfte einer Person, die von ihren Eltern eine begnadete Stimme geerbt hat, und damit als Sänger sehr erfolgreich ist, ethisch gerechtfertigter als die großen Einkünfte eines Menschen, der Eigentum geerbt hat? Man kann diese Frage auch anders angehen. Ein Vater, der wohlhabend ist und von seinem Wohlstand etwas auf sein Kind übertragen möchte, kann dies auf verschiedene Arten tun. Er kann einen gegebenen Geldbetrag auf die Ausbildung seines Kindes, z. B. als Arzt, verwenden, oder sein Kind in die Firma aufnehmen, oder aber einen Fonds anlegen, der dem Kind ein Einkommen verschafft. In jedem dieser Fälle wird das Kind über ein höheres Einkommen verfügen, als es ohne die elterliche Hilfe möglich wäre. Nur wird man im ersten Fall sein Einkommen seinen persönlichen Fähigkeiten zusprechen, im zweiten Fall dem Gewinn der Firma und im dritten Fall seinem ererbten Wohlstand. Gibt es irgendeine ethische Grundlage, um zwischen diesen drei Formen von Einkünften zu unterscheiden? Außerdem klingt es unlogisch, zu sagen, jemand habe ein Recht auf das durch seine persönlichen Fähigkeiten Erworbene oder auf das Produkt des von ihm erworbenen Wohlstands, er könne jedoch seinen Kindern nichts von diesem Wohlstand vermachen; dies hieße: ein Mann kann wohl sein Einkommen für einen kostspieligen Lebenswandel verwenden, darf es aber nicht an seine Erben weitergeben.

Die Tatsache, dass derartige Argumente gegen die sogenannte kapitalistische Ethik unhaltbar sind, soll natürlich nicht heißen, dass die kapitalistische Ethik akzeptabel wäre. Es ist schwierig, sie gänzlich zu akzeptieren oder zurückzuweisen oder auch irgendein Alternativprinzip zu rechtfertigen. Ich neige mehr zu der Ansicht, dass sie nicht in sich als ethisches Prinzip angesehen werden kann, dass sie vielmehr als Mittel anzusehen ist oder als Folge eines anderen Prinzips, wie zum Beispiel das Prinzip der Freiheit.

Damit gelangen wir schlussendlich in den Themenkreis der Verantwortungsethik. Ein Aspekt der – gerade heute – besonders wichtig ist: Um Konsequenzen von Handlungen als „Konsequenzen“ erkennen zu können und um sich dafür verantwortlich fühlen zu können, muss man die kausalen Zusammenhänge richtig sehen bzw. sehen wollen. Es ist mit klar dass wir damit in die klassische ethische Diskussion geraten, nämlich die Diskussion um die Wahl der richtigen Moral, besser gesagt einer geeigneten Moral, die im ökonomischen Entscheidungs-Findungsprozess zweifach eingreifen kann. Einerseits zur Beurteilung von Konsequenzen (Verantwortungsethik) und andererseits als Gesinnungsethik oder Pflichtethik.

Dazu ein positives historisches Beispiel: John Keynes, hat bekanntlich mit seinem Buch „Allgemeine Theorie der Beschäftigung, des Zinses und des Geldes“ wesentlich zur Lösung der in den dreißiger Jahren zustand gekommenen Wirtschaftskrise beigetragen. Entscheidend dabei war, dass seine ethische Motivation ihn dazu geführt hat, technische Lösungen zu suchen und zu finden, mit deren Hilfe die ursprünglichen Sachzwänge bzw. wirtschaftspolitischen Argumentationen der etablierten Ökonomen überwunden werden konnten. D.h. Keynes lieferte eine ethisch motivierte, wissenschaftliche Begründung für Handlungsalternativen in der Wirtschaftspolitik. Einen wesentlichen Beitrag hiezu leistete im übrigen auch der österreichische Philosoph Ludwig Wittgenstein, der auch mit Keynes eng befreundet war.

Dass die Erkenntnisse von Keynes auch nicht auf alle Situationen anwendbar sind hat uns die Wirtschaftskrise des letzten Jahres bewiesen. Gerade dabei wurde uns immer wieder vor Augen geführt wie oft Ethik durch Profitgier und persönliche Eitelkeiten in den Hintergrund gedrängt wurde.

Es ist daher auch nicht verwunderlich, dass bereits bei den Griechen und bei den Römern die Gottheiten Hermes bzw. Merkur die Patrone nicht nur der Kaufleute sondern auch der Diebe waren.

Wie können wir nun zusammengefasst ethisches Handeln in der Wirtschaft definieren: Selbstverantwortung, Initiative unter Beachtung des Gewinnes und doch möglichst vollkommene Befriedigung anderer, Verfolgung des eigenen Interesses bei ständigem Ausgleich mit dem Interesse anderer, Zusammenarbeit im äußeren Gewande der Rivalität, ein fortgesetztes Ringen um die beste sachliche Lösung, unter Einhaltung der Tugenden Arbeitsamkeit, Sparsamkeit, Pflichtgefühl, Zuverlässigkeit und Vernunft.

ОРИЕНТИР НА НАУКОЕМКУЮ ПРОДУКЦИЮ В СТРУКТУРЕ ТОВАРООБОРОТА УКРАИНЫ И СЕРБИИ

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Резюме: Акцентируется внимание на экономических аспектах цивилизационной структуры современного мира и проблемах глобализации. Анализируются прогнозы мирового экономического развития и, в частности, Украины, с позиций цикличности. Обращается внимание на ключевую роль научно-технической политики в инновационном развитии экономики. Охарактеризованы стратегические ориентиры использования экспортного потенциала промышленного комплекса Украины при выборе сегментов международных рынков в товарном и географическом аспекте. Исследовано состояние и перспективы двустороннего сотрудничества Украины с балканскими странами, в том числе с Республикой Сербия. Рассмотрены особенности применения комплекса маркетинга при осуществлении экспортно-импортных операций производителями промышленной продукции.

Ключевые слова: балканский вектор, глобализация, инновации, конкурентоспособность, стратегия

1. ВВЕДЕНИЕ

"Cum rem animus occupavit, verba ambiunt (Лат.). – Когда ум постиг суть дела, приходят слова". Ипотечный кризис в США, начавшийся в августе 2007г., вскоре превратился в глубокий финансовый кризис. В сентябре 2008г. США вошли в рецессию, которая охватила практически весь мир. Это отразилось на резком снижении темпов экономического развития, росте безработицы, а, значит, снижении уровня жизни населения. Экономический кризис засвидетельствовал, что мировая хозяйственная система в целом, отдельные экономические блоки и союзы, механизмы управления каждой из 233 национальных экономик достаточно чувствительны к обвальным изменениям в финансово-банковской сфере [1], [2], [3].

Степень воздействия внешних факторов на уровень экономического развития в каждой стране, безусловно, разная. Если проанализировать ситуацию на европейском континенте, а, точнее, в рамках европейского сообщества, то наиболее критическое положение наблюдается в Греции, Испании, Португалии, Латвии. Несколько по-иному складывается ситуация, к примеру, в Индии, Китае, ряде других крупных государств, где имеет место увеличение темпов экономического роста. Объясняется это, прежде всего, наличием емких внутренних рынков и широкой отраслевой диверсификацией. Продолжительность и глубина кризисных явлений показывают, что механизмы саморегулирования рыночной экономики без оперативного, порой жесткого вмешательства со стороны государства не позволяют успешно выходить из сложившейся неблагоприятной ситуации. Требуется разработка оперативных, всесторонне взвешенных мер не только по выходу из кризиса, но и чтобы эти меры содействовали созданию более устойчивой по отношению к внешним угрозам экономической системы. При этом одни государства окажутся в более выигрышном положении, другие перейдут в число аутсайдеров со всеми вытекающими отсюда последствиями.

Развитие цивилизации существенным образом связано с разработкой и внедрением новейших достижений науки и техники. Инновационный путь развития является принципиально важным, поскольку в условиях глобализационных вызовов качество управления инновационными процессами, их поддержка со стороны государства становятся определяющим фактором конкурентоспособности национальных экономик [4].

К сожалению, целый ряд нормативно-правовых актов, т.е. законов, концепций, стратегий, принятых в Украине по обеспечению реализации ее экономического развития по инновационной модели ожидаемого результата не принесли. Причины, оправдания, как всегда, находятся. На наш взгляд, инновационное развитие государства должно предусматривать воплощение принципа инновационности во всем, по отношению ко всем сферам жизнедеятельности: мышлению, морали, духовности, культуре, образованию, науке, реальному сектору экономики и т.д. [5], [6].

Цель подготовленной публикации состоит в том, что, во-первых, мы намерены остановиться на проблемах, с которыми сталкивается Украина на пути своего социально-экономического развития, особенно в период финансово-экономического кризиса. Во-вторых, учитывая особую роль реального сектора экономики в укреплении экономического могущества государства, целесообразно, на наш взгляд, раскрыть вопрос, касающийся приоритетных направлений укрепления промышленного потенциала страны. В-третьих, поскольку рыночная экономика - это экономика открытого типа, то здесь важно определиться в векторности торгово-экономических отношений государства. Мы поддерживаем намерения вновь избранного президента Украины укреплять добрососедские отношения с Россией, ЕС, США. По нашему мнению, первоочередное внимание должно уделяться активизации товарооборота со странами-соседями. В-четвертых, особое место должно быть отведено двусторонним торгово-экономическим отношениям с традиционными партнерами Украины на Балканах, а именно: Болгарией и странами, образовавшимися после распада СФРЮ - Республикой Сербия, Македонией, Черногорией, Боснией и Герцеговиной, Хорватией, Словенией. Речь идет о странах, о народах, с которыми мы связаны исторически в течение многих столетий. Ведь славянские народы имеют общие корни и в плане традиций, и с позиций письменности (кириллица), и с позиций вероисповедания и многое другое. В-пятых, нам следует обратить внимание на необходимость изменения структуры торгово-экономических отношений, как это заявлено в названии статьи. В этой связи мы хотим продолжить раскрывать тему, которую подняли на страницах сборника материалов конференции "LEMiMA 2009" [7]. Торгуем ведь мы в основном сырьевыми товарами, т.е. товарами, которые создала матушка-природа без особо умственных усилий человека. И негоже нам оставаться на обочине мировых тенденций касательно, прежде всего, научно-технического сотрудничества, создания и обмена научными идеями, наукоемкой, с высокой долей добавленной стоимости, продукцией.

2. ТРАНСФОРМАЦИОННЫЕ ПРОЦЕССЫ В ЦИВИЛИЗАЦИОННОЙ СТРУКТУРЕ СОВРЕМЕННОГО МИРА

"Mundus vult decipi, [ergo decipiatur] (Лат.). – Мир хочет быть обманутым, [так пусть же будет обманут]". Глобализационная парадигма изменений в цивилизационной структуре современности отображает мобилизацию мирового ресурсного потенциала в направлении его рациональной реализации, порождает сложные для толкования и разрешения проблемы политического, экономического, технологического, информационного, социокультурного, морального, религиозного, экологического характера. Понимание цивилизационного движения и современного состояния человечества предполагает его одновременное видение в аспектах стадийности, полилинейности и социокультурной дискретности. Каждый из указанных методологических принципов имеет самостоятельное значение и может рассматриваться автономно. Вместе с тем, целостную картину исторического процесса можно раскрыть лишь при условии их сочетания в соответствии с принципом дополнительности. Несомненно, с одной стороны, важно не терять из виду общей панорамы исторического движения человечества, а с другой, не следует забывать об уникальном характере отдельных цивилизационных систем. Отдельная цивилизация может быть определена в качестве автономной, полиэтнической, способной к самоорганизации и саморазвитию социокультурной системы. Ее характер конкретизируется через структуры этнических, социальных, политических, конфессиональных, субкультурных и прочих общностей, многообразно перекрещивающихся и имеющих, как правило, достаточно сложную, иерархическую природу. Отдельная цивилизация выступает той исторической реальностью, в процессе познания которой философские, общетеоретические и специальные методы отдельных наук пересекаются и взаимодополняются.

Реалии, выступающие по отношению к отдельной цивилизации (отдельное государство, этнос, регион, город, конфессия и пр.), исследуются методами конкретных наук.

Цивилизационную структуру современного мира можно рассматривать в двух измерениях. Первое измерение предполагает осуществлять анализ современности с позиций концепции «мир-системы» И. Валлерстайна. Согласно концепции «мир-системы» государства разделяются на три группы: 1) страны так называемого «мир-системного ядра», т.е. группа наиболее развитых государств (США, Япония, страны Западной Европы, Австралия, некоторые другие); 2) страны «полупериферии», относящиеся к категории среднеразвитых; 3) «периферия», т.е. бедные и экономически отсталые, аграрно-сырьевые государства с низкими, а то и отрицательными показателями в темпах развития. В стадиальном отношении, первая группа стран, относящаяся к так называемому «золотому миллиарду», вышла на уровень информационного, точнее, по М. Кастельсу, информационального общества. Вторая группа стран остается на стадии индустриального общества, характерного для первых в XIX и большей части XX вв. Третья группа государств частично находится на примитивно индустриальной стадии, однако демонстрирует широкое, во многих случаях преобладающее присутствие доиндустриальных систем производства до анклавного наличия раннепервобытного, охотничье-собирающего уклада включительно.

Второе измерение цивилизационной структуры современного мира определяется конфигурацией, взаимодействием, темпами развития и перспективами отдельных цивилизаций и цивилизационных миров. Важность и растущая актуальность цивилизационной проблематики определяются следующими тремя аспектами: концептуальным, политическим, экономическим. Концептуальный аспект состоит в том, что после отказа от марксизма-ленинизма как официальной теоретико-методологической основы общественно-гуманитарных наук, последние на постсоветском пространстве остались без определенной идейной платформы. На смену марксистской теории начали появляться западные представления о развитии человечества, среди которых оказался и цивилизационный подход, требующий углубленной разработки в единстве со стадиальным пониманием истории, ее видением в аспекте поливариантности путей развития.

Политический аспект актуализации теории цивилизации связан с тем, что сегодня противостояние в мире все более выразительно приобретает черты так называемого «столкновения цивилизаций», тогда как «противостояние социальных систем» кануло в прошлое с распадом СССР, СФРЮ, СЭВ, Варшавского Договора, модернизацией Китая и т.д. Национальные конфликты становятся все больше подчиненными межкультурной напряженности. Мы являемся свидетелями трагических событий, происходящих в течение последних двух десятилетий на Балканах (Сербия, Косово, Босния и Герцеговина), на Кавказе (Чечня), в Кашмире, на Филиппинах, в Таиланде, Ираке, Сомали, других горячих точках планеты.

Экономический аспект актуализации исследований в сфере цивилизационной теории определяется тем, что в современном мире успеха достигают правительства тех стран, которые находят оптимальные формы соединения своей традиционной социокультурной системы с новейшими продуктивными достижениями в научно-технологической, инновационной сфере. Примером здесь могут служить такие страны, как: Япония, Южная Корея, Сингапур, Гонконг, Индия, Бразилия, Мексика, Китай, Пакистан, Иран.

В тех случаях, когда властные структуры в ряде стран не критически отнеслись к рекомендациям западных финансовых учреждений, и, прежде всего, МВФ, не адаптировали преподнесенные рекомендации к традициям, моральным ценностям, менталитету, историческим и региональным особенностям страны, народов и народностей ее населяющих, потерпели крах на пути модернизации. Результатом явились непрерывные кризисы, сворачивание производства, безработица, процветание мелкого лавочничества, ухудшение качества жизни людей. Не миновала такова участь и Украины. Осознание каждой страной, ее гражданами своей цивилизационной идентичности и места в системе современной глобальной, макроразвиточной системы имеет как теоретическое, методологическое, так и прикладное значение.

Глобализационные процессы, протекающие в современном мире, можно охарактеризовать из двух позиций. Во-первых, рассматриваемые процессы имеют объективную, определяемую всем ходом мировой истории, основу. Во-вторых, глобализационные трансформации можно охарактеризовать с позиций субъективности. Субъективность свидетельствует об определяющем влиянии на ход глобализационных процессов «сильных мира сего». Понятно, что речь идет о США, о странах, входящих в «G7», «G8», «G20». Именно страны-лидеры, контролируемые ими международные финансовые институты, транснациональные корпорации (ТНК), главным образом регулируют и направляют глобализационные процессы далеко не в ущерб себе. Осуществляется это, прежде всего, из-за их финансово-экономического, научно-технического, военно-политического, информационного преобладания на планете за счет, а точнее, в ущерб интересам остальных государств (а их более 200)

мировой «полупериферии» и «периферии» [8, с. 5-12]. Глобализация сопровождается такими основными тенденциями в мире: расширением либеральной демократии; преобладанием в экономике рыночных механизмов; трансформацией системы производства и рынка рабочей силы; быстрым технологическим обновлением; революцией средств массовой информации и диктатом идеологии обогащения и потребления (мы бы добавили – потребительства).

Разрыв в уровне экономического потенциала между странами «мир-системного ядра» или «золотого миллиарда» в течение многих десятилетий имеет четкие тенденции к возрастанию. 90% всего мирового богатства сконцентрировано в США, Канаде, Западной Европе, Японии, Австралии. Децильный коэффициент неравенства между Западом и второй половиной мира в распределении мирового дохода превышает 100:1 (2000г.). Разительное неравенство наблюдается и в распределении личного богатства, включая как финансовые, так и нефинансовые активы «домохозяйств». Так, в руках “верхних” десяти процентов взрослого населения мира в личной собственности сконцентрировано 85% мирового богатства, а в руках самого богатого одного процента – 40%. Соотношение доходов самых богатых и самых бедных слоев населения в некоторых странах выглядит следующим образом: в Китае - 7:1, в странах ЕС - 5-7:1, в Японии - 4,3:1, в Украине - 30:1. Половина населения мира в нижней половине шкалы распределения владеет лишь 1% глобального богатства [9], [10]. По оценке экспертов ООН, до 2025г. 7,8 млрд. жителей планеты, а это – 90% населения, будет относиться к категории в лучшем случае «полупериферии» - среднеразвитым странам, а в основном - к «периферии», т.е. бедным и экономически отсталым, аграрно-сырьевым государствам.

Оценить, каким образом Украина адаптируется к глобализационным процессам в мировом содружестве, можно за индексом глобализации. В 2007г. в рейтинг вошли 72 страны мира, на территории которых проживает около 90% населения планеты и экономика которых охватывает свыше 90% мирового потенциала. Украина заняла 43-ое место, ухудшив свой предыдущий результат на четыре позиции [11]. Понятно, что правительство каждой страны должно находить наиболее успешную стратегию повышения благосостояния людей, опираясь на свои возможности, на накопленный потенциал, ориентируясь на успех.

3. ЭКОНОМИЧЕСКИЕ ЦИКЛЫ И НАУЧНО-ТЕХНИЧЕСКИЙ ФАКТОР В ИЗМЕНЕНИЯХ КОНЬЮНКТУРЫ РЫНКА

“Omnia mutantur, [mutabantur, mutabuntur](Лат.). - Все изменяется, [изменялось, и будет изменяться]”. Темпы сдвигов в мировой экономике и в долгосрочной, и в среднесрочной перспективе носят явно циклический характер. Установить заранее точку отсчета и/или завершения периодов улучшения или ухудшения экономической конъюнктуры достаточно проблематично. Чаще всего при прогнозировании использовался метод экстраполяции, которым предусматривалось, что будущее станет продолжением происходящих ныне событий. В условиях нестабильности ситуации на рынке, рисков в политической, финансовой, военной и других сферах внешнего воздействия на точность оценок при использовании метода экстраполяции рассчитывать не приходится. Много в такой ситуации зависит от точки отсчета, от периода, который берется для проведения анализа. Если брать во внимание ретроспективную оценку среднегодовых темпов прироста мирового ВВП за последние 30 лет XX ст., в течение которого чаще всего наблюдалась неблагоприятная конъюнктура, то при этом точка отсчета будет характеризовать заниженные оценки тенденций развития. Соответствующими являются оценки будущего, особенно для развитых стран. Так, среднегодовые темпы прироста ВВП США в 1971-2000гг. составили - 3,2%, а в расчете на душу населения – 2,1 %. На период 2001-2025гг., по оценке EIU (The Economist Intelligence Unit), среднегодовой прирост ВВП США будет равен - 2,7%. Это значение соответствует приросту ВВП на душу населения в среднем на 2,0% в год. В соответствии с прогнозами по ЕС-15 на первую четверть XXI ст., среднегодовой темп прироста ВВП будет равен 1,9%.

Отметим, что экономика Украины переживает не простой период своего становления после распада СССР. Не успев приостановить кризисные явления после 1991г., Украина вошла в очередной кризис 1997-1998гг. В нынешнем финансово-экономическом кризисе Украина оказалась страной с наибольшим падением экономики в Европе – 14-15% (за первые три квартала 2009г. – 15,9%) в измерениях национальной валюты. Вместе с тем, как известно, в мире соответствующая динамика оценивается в долларовом эквиваленте. Исходя из этого и учитывая статистические данные МВФ, ситуация выглядит совершенно катастрофической. Так, если в 2008г. общий ВВП Украины был равен 179,5 млрд. дол. США, то в 2009г., по оценкам МВФ, - 115,7 млрд. дол. США. Если учитывать динамику валютного курса, падение всего лишь за год – более как на треть, а точнее, - на 35,6%. В 2008г. ВВП Украины на душу населения был равен 3,9 тыс. дол. США, а в 2009г. – 2,5 тыс. дол.

США. Для сравнения можно навести цифры по нашим ближайшим соседям и партнерам. Так, в Беларуси этот показатель был на уровне 5,1 тыс. дол. США, Казахстане – 6,9 тыс. дол. США, России – 8,9 тыс. дол. США, Польше – 11,1 тыс. дол. США. Следует отметить, что в свое время Украина превосходила по экономическим показателям Румынию и Болгарию. В настоящее время, в этих странах ВВП на душу населения вдвое-втрое выше, нежели в Украине. В соответствии с расчетами МВФ, Украина сможет превзойти докризисный (2008г.) уровень ВВП лишь в 2014г. [12, с. 7]. Безусловно, институциональные преобразования в экономике Украины должны учитывать кризисные явления, согласовываться с интеграционными процессами в мировой экономике, с ее прогнозными оценками. Нельзя не брать во внимание тенденции относительного уменьшения удельного веса западных цивилизаций (США, ЕС) в мировом ВВП (54,5% в 1950г., 44,6% в 2000г., 37,5% (по оценке) в 2015г.) и возрастание восточных (японской, китайской, индийской) – соответственно 9,3% в середине XX ст., 22,5% в начале XXI ст. и 25,5% в 2015г. [13].

В экономических исследованиях получило распространение моделирование на основе так называемых стилизованных фактов с утверждением, что большой цикл вмещает в себе шесть среднесрочных циклов. Длительность промышленного цикла такого типа практически всегда укладывается в диапазон от 7 до 11 лет. Соответственно общая длительность большого цикла может колебаться в границах от 42 до 66 лет. Утверждается, что большой цикл экономического развития складывается приблизительно из равных половин: растущей и ниспадающей волны экономической конъюнктуры. Каждая половина вмещает в себе три цикла К. Жюгляра. Наличие волнообразных эффектов экономического развития передовых стран мира, исследования известных ученых Й. Шумпетера, С. Кузнеца, А. Клайнкнехта, Дж. Ван Дайна, М. Туган-Барановского, Н. Кондратьева и других [13], [14], дают основания применять теорию циклов (длинных волн по Й. Шумпетеру, Н. Кондратьеву, средних волн по К. Жюгляру и коротких волн по Дж. Кинчену) для анализа функционирования отечественной экономики. Исследуя тенденции экономического продвижения Украины, можно прийти к выводу, что период с 1990 года в Украине по классификации фаз Й. Шумпетера был периодом депрессии, причиной которой стали катастрофически трансформационные процессы в экономике. Относительно стабильный рост, по всей видимости, может наступить в 2012-2015гг.

Разработка концепции больших циклов экономической конъюнктуры или длинных волн экономического развития тесно связана с исследованиями закономерностей научно-технического прогресса. Указанная концепция может служить базой для формирования научно обоснованных представлений о долгосрочных перспективах развития мирового хозяйства. Прогноз больших циклов может включать такие составляющие: оценку приблизительных сроков в изменениях фаз большого цикла; выявление приоритетных направлений научно-технического прогресса; оценка будущих темпов экономического развития мира в рамках выделенных фаз.

В прогнозах будущих прорывов в науке и технике, способных предоставить мощный импульс развития мировой экономики, выделим три аспекта: во-первых, важно своевременно обнаружить прогрессивные направления развития инноваций; во-вторых, нужно сориентироваться в сферах наиболее эффективного использования нововведений; в-третьих, следует определить приоритеты научно-технологического развития. Так, ускорение экономического развития в конце прошлого века обуславливалось значительными успехами в освоении космоса, электронной техники, атомной энергетики, производством сверхтвердых и легких сплавов, полимерных материалов. Высокие темпы экономического развития в период 2000-2025 гг. будут определяться мощным эффектом использования информационно-коммуникационных технологий (ИТ), биотехнологий и инженерной генетики, композиционных материалов, материалов на основе нанотехнологий [13].

4. ПРИОРИТЕТЫ ИННОВАЦИОННО-ИНВЕСТИЦИОННОЙ ПОЛИТИКИ УКРАИНЫ

Quod non opus est, asse carum est (Лам.) - В чем нет нужды, тому грош цена”. Украину можно охарактеризовать как потенциально богатую страну с предприимчивым, трудолюбивым и образованным населением, которое может производить почти все – от зерновых культур до ракет. Украина обладает прекрасным климатом, плодородными землями, развитой транспортной инфраструктурой, значительными запасами природных ресурсов, наличием мощной химической, металлургической и обрабатывающей промышленности, научно-исследовательской сферы. Вместе с тем в Украине - незначительные объемы ВВП на душу населения, большой размер государственного долга, невысокий уровень качества жизни населения. Сырьевой уклон промышленного потенциала, рассчитанный преимущественно на потребности экспорта, делает отечественную промышленность чрезвычайно зависимой от конъюнктуры внешнего рынка, приводит к изнурительному и крайне

нерациональному использованию далеко не безграничных природных ресурсов, загрязнению окружающей среды. Большая часть в структуре экономики принадлежит материало-, энерго-, трудоемким технологическим процессам. Индикатором состояния научно-технического потенциала Украины выступают структурные изменения в экономике, которые прослеживаются, в частности, в изменении структуры ВВП. Так, удельный вес промышленности в ВВП за период 1985-2007гг. уменьшился с 41,4 до 31,0%, сельского хозяйства - с 19,4 до 9,0%, строительства - с 8,5 до 5,4%. Увеличился удельный вес транспорта и связи - с 6,3 до 14,6%, а также торговли, материально-технического обеспечения и заготовок - с 6,0 до 27,2%. За период 1990-2007гг. доля продукции машиностроения и металлообработки снизилась с 30,5% до 13,4%. Практически исчезает легкая промышленность (в 2001г. - 1,4%, в 2006г. - 0,4%). С позиций мировой экономики изменения в структуре ВВП Украины носят в какой-то мере закономерный характер. Но существенное падение удельного веса промышленности и строительства, стремительный рост сферы потребления не однозначно сказывается на психологии людей, качестве их жизни.

Стоит обратить внимание, что о всесторонне обоснованной стратегии развития промышленного комплекса Украины взвешенно можно говорить, когда определены ориентиры национальной экономической политики как на краткосрочный (5 лет), так и средне- (10-15 лет) и долгосрочный периоды (25-50 лет). Концепцией развития промышленного комплекса Украины на период до 2017г. предусмотрено создание институциональных, инфраструктурных и экономических принципов структурных преобразований. Критериальным признаком таких изменений должно стать увеличение объема продукции отраслей инновационного сектора до 21,0% в 2012г. и 32,0% в 2017г. (в 2005г. - 13,3%). За цифрами, ориентирами должна эффективно действовать система реальных, а не виртуальных планов, программ, проектов.

Важным преимуществом экономики Украины является тот факт, что ее внутренний рынок имеет высокий потребительский потенциал и занимает 28 место в мире по размеру ВВП на душу населения по паритету покупательной способности. Практически 80% внутреннего потребительского рынка заполнили импортные товары. На емкости внутреннего рынка слабо отражается рост объемов отечественного производства (в стоимостном и натуральном измерениях). Отечественный производитель больше ориентируется на экспорт, причем далеко не на наукоемкие технологические процессы. Уместно отметить, что экспорт США, ЕС и Японии составляет лишь 12% ВВП, то есть развитые страны заботятся в первую очередь не о внешнем, а о внутреннем рынке. Экспорт развитых стран сориентирован на те же развитые страны. В страны, которые развиваются, идут устаревшие технологии, оборудование и т. п.

Промышленность должна четко реагировать на изменения в запросах населения, предлагая рынку высокотехнологичное оборудование, приборы, линии, а, соответственно, продукцию. В настоящее время наукоемкое промышленного производства не превышает 0,3%, что в 10-20 раз ниже мирового уровня. Незначительный удельный вес отечественной наукоемкой продукции в структуре ВВП - 1,2%. В развитых странах до 90% прироста ВВП достигается за счет инновационной деятельности. Доля отечественной наукоемкой продукции на мировом рынке высокотехнологичной продукции составляет лишь 0,1% против 6% в Китае, 17% - в Германии, 30% - в Японии, 36% - в США [15, с. 39-40]. В отличие от стран ЕС, где большинство ученых и инженеров, занятых исследованиями и разработками, работают непосредственно в промышленности, в Украине такие специалисты сосредоточены преимущественно в НИИ. На мировом рынке почти отсутствуют продукты отечественных программистов. Среди причин: отсутствие специалистов, которые владели бы знаниями, квалификацией, навыками в инженерии, маркетинге, финансах, менеджменте, владели бы несколькими иностранными языками [16].

На первых позициях среди высокотехнологичных товаров в Украине находится аэрокосмическая техника [17]. Благодаря участию в международном проекте "Морской старт", Украина, с одной стороны, имеет выгоду от использования ракет "Зенит", "Циклон", "Днепр" (СС-18 "Сатана"), а с другой, - она почти за бесценок "подарила" Западу ряд высоких ракетных технологий. Будущее космической отрасли видится в координации исследований со странами ЕС, Россией, США [18].

Что касается самолетостроения, то в конце восьмидесятых годов XX ст. два украинских авиазавода выпускали 150-200 самолетов в год, в конце девяностых - лишь 1-2 машины в год. Годовой доход украинского авиапрома в 500-600 млн. дол. США открывает возможность войти в рейтинг ТОП-100 авиапродавцов мира. Украинские авиастроители смогут заработать в ближайшие 20-30 лет порядка 28-35 млрд. дол. США при условии, если в отрасль инвестировать 1-2 млрд. дол. США, активно развивать маркетинг, сервис, лизинг и непосредственно производство [19].

Концепцией развития промышленности Украины в до 2017г. предусматривается усиление роли машиностроения в производстве сложной бытовой техники, а также техники и оборудования для обеспечения обновления других отраслей экономики. На сегодня 92,5% промышленных предприятий

находятся в частной собственности. На них приходится 84,6% объемов реализованной продукции. Минпромполитики берет на себя задачу “по разработке и реализации промышленной политики государства средствами функционально-ориентированного влияния” [20, с. 14-15]. Фактически же министерство, по нашему мнению, потеряло рычаги управления промышленным комплексом, превратившись в информационный центр, что делает многостраничные программы заранее провальными.

В государстве на третий план отодвинули принцип концентрации производства, акцентируя внимание на развитие малого и среднего бизнеса. Такой подход, по нашему мнению, с самого начала был абсолютно ошибочным, поскольку экономическая система мощного государства должна объединять действующие на ее территории ТНК, крупный, средний и малый бизнес. ТНК выступают основной структурной составляющей экономического потенциала большинства развитых стран. Именно на ТНК приходится более половины мирового промышленного производства и около 70% объемов внешней торговли. ТНК контролируют приблизительно 80% патентов и лицензий на изобретения, новые технологии, ноу-хау. В рейтинг 100 крупнейших экономических и хозяйствующих субъектов мира в 2004г. вошли 51 корпорация и 49 стран мира. Украина с уровнем ВВП в 68 339 млн. дол. США, хотя и не попала к этому рейтингу, однако заняла бы в нем лишь 66-ту позицию, пропустив вперед себя 23 корпорации. Годовой объем продаж General Motors (США) - составлял 176 558 млн. дол. США, т. е. превышал ВВП Украины в 2,6 раза, а “наименьшей” - Hitachi (Япония) - 71 859 млн. дол. США, или почти равнялся ВВП Украины за отчетный год.

В ближайшие десятилетия одной из самых динамичных и самых прибыльных сфер бизнеса будет оставаться рынок высоких технологий. Затраты компаний на оптимизацию внутренних процессов бизнеса с помощью IT-технологий будут возрастать. Почти пятая часть мирового оборота IT-индустрии приходится на пять (!) из десятков тысяч компаний, которые работают в сфере высоких технологий. Поскольку Украина не должна оставаться в стороне освоения современных технологических процессов, необходимо осуществить ряд мероприятий, чтобы IT-технологии стали одной из главных составляющих конкурентной инновационной стратегии государства. Такие намерения осложняются, поскольку и IBM, и Microsoft, и другие не средние и не малые не отечественные фирмы уверенно осваивают внутренний рынок. Мы придерживаемся мысли, что лишь концентрация национального капитала может решить задачу подготовки и переподготовки кадров, коренной модернизации традиционных производств, освоение перспективного, может еще и не существующего бизнеса, в котором возникнет потребность в ближайшей, а может и далекой перспективе. Академик В.М. Геец также отмечает, что основой экономической системы и сохранения национального суверенитета Украины, может и должен быть большой бизнес. Это означает неизбежность последующей концентрации капитала, чтобы страна не превратилась в страну “лавочников” и мелких “цеховиков” [21, с. 5]. К примеру, Microsoft, в 2007г. в новые разработки инвестировала свыше 7 млрд. дол. США, что отвечает 15-20% оборота. Высшее руководство компании идет на вкладывание таких масштабных инвестиций, понимая, что отдачу можно будет получить через 5, 10 или 15 лет [22]. Следовательно, о конкурентоспособности промышленного комплекса Украины можно вести речь, когда данная система будет представлять собой единое целое совокупности ТНК, крупного, среднего и малого бизнеса. Добавим, пока еще украинских предприятий среди 500 самых успешных ТНК не наблюдалось, а, следовательно, влиять на конъюнктуру международных рынков практически не возможно.

5. АНАЛИЗ И ВЫБОР СЕГМЕНТОВ МЕЖДУНАРОДНЫХ ТОВАРНЫХ РЫНКОВ

“Paulatim summa petuntur (Лат.). – Вершины достигаются постепенно”. Украина проводит политику экономического сотрудничества и развития внешнеэкономических отношений с 207 странами. До 2006г. сальдо внешней торговли имело позитивное значение, то есть экспорт превышал объем импорта. В настоящее время ситуация несколько иная. Минусовое сальдо за последние годы (2007г. – 7,2 млрд. дол. США; 2008г. – 13,5 млрд. дол. США) свидетельствует об активизации товарооборота явно не на пользу нашего государства. Коэффициент покрытия экспортом импорта набирает значение меньше единицы (за январь-август 2009г. – 0,86 против 0,79 за аналогичный период прошлого года) [6, с. 6]. Объемы экспортных поставок в январе-августе 2009г. в страны СНГ составили - 33,7%, Европы – 25,2% (в страны ЕС – 23,5%), Азии – 31,6%, Америки – 2,5%, Африки – 6,7% от общего объема экспорта. Вывоз высокотехнологичных товаров в 2007г. составил 1284,8 млн. дол. США или 2,61%. Основными странами-партнерами Украины в международной торговле являются: Россия, Германия, Туркменистан, Китай, Турция, Польша, Беларусь. Преимущество отечественный товаропроизводитель должен отдавать традиционным рынкам, учитывая и уровень транспортных

расходов. Что касается объемов товарооборота со странами-соседями (млн. дол. США), то по итогам I полугодия 2009г. их можно ранжировать в такой последовательности: Российская Федерация (7725,0), Польша (1432,9), Турция (1378,4), Беларусь (1189,2), Венгрия (571,5), Словакия (360,1), Молдова (331,6) Румыния (316,6), Болгария (247,0), Грузия (217,0). Важным вектором внешнеторговых связей Украины могут и должны выступать страны Балканского полуострова, состояние и перспективы с которыми охарактеризуем ниже.

Украина – Сербия. Анализ торгово-экономических отношений между Украиной и Сербией свидетельствует о постоянной тенденции наращивания товарооборота (табл. 1). Нарушением этих тенденций по причинам мирового финансово-экономического кризиса стал 2009-й год. Сербия занимает 46 место среди стран-партнеров Украины в мире и 35-е по объемам сбыта украинских товаров. В свою очередь, Украина принадлежит к 20-ти наибольших партнеров Республики Сербия. В 2008г. по объемам экспорта в РС Украина занимала 17-е место после Российской Федерации, Германии, Италии, Китая, Франции, Румынии, Венгрии, Словении, Австрии, Боснии и Герцоговины, Хорватии, США, Болгарии, Словакии, Турции, Польши. Если в 2002г. товарооборот Украины с Сербией составлял 130,77 млн. дол. США, то в 2007г. он достиг 508,67 млн. дол. США. Товарооборот между двумя славянскими странами в 2009г. составил 450,28 млн. дол. США, что на 48% или на 417,34 млн. дол. США меньше аналогичного показателя предыдущего года. При этом объем украинского экспорта в Сербию составил 270,65 млн. дол. США и сократился на 59% или на 390,33 млн. дол. США, а сербский импорт в Украину составил 179,63 млн. дол. США и снизился по сравнению с соответствующим периодом 2008г. на 13% или на 26,98 млн. дол. США. Позитивное сальдо Украина в 2009г. сократилось до 91,02 млн. дол. США против 454,37 млн. дол. США в январе-декабре 2008г.

Основными позициями украинского экспорта в Сербию в январе-декабре 2009г. оставались сырьевые материалы: минеральные руды и отходы металлов – 96,65 млн. дол. США (35,7%), чугун и сталь – 71,03 млн. дол. США (26,2%), каменный уголь, кокс и брикеты – 43,27 млн. дол. США (16,0%), бумага, картон и изделия из целлюлозы – 11,48 млн. дол. США (4,2%), удобрения, кроме сырьевых, – 11,22 млн. дол. США (4,15%), пробка и древесина – 5,49 млн. дол. США (2,0%), сырьевые удобрения и минералы 4,45 млн. дол. США (1,6%), газ природный и промышленный – 3,97 млн. дол. США (1,5%), продукция органической химии – 1,96 млн. дол. США (0,7%), изделия из неметаллических минералов – 1,44 млн. дол. США – 1,44 млн. дол. США, краски и дубильные вещества – 1,1 млн. дол. США (0,4%). Среди высокотехнологичной продукции особое место занимают: промышленные станки общего назначения – 2,58 млн. дол. США (1,0%), электрические машины и аппараты – 1,06 млн. дол. США (0,4%).

Таблица 1: Динамика двусторонней торговли Украины с Республикой Сербия, 2003-2009гг.
(По данным Госкомстата Республики Сербия, млн. дол. США)

Показатели	2003г.	2004г.	2005г.	2006г.	2007г.	2008г.	2009г.
Товарооборот	208,07	324,9	363,6	412,35	508,67	867,59	450,28
Экспорт	167,6	275,1	283,7	289,04	373,56	660,98	270,65
Импорт	40,5	49,8	79,9	123,31	135,11	206,61	179,63
Сальдо	+127,0	+225,2	+203,8	+165,7	+238,45	+454,38	+91,02

В структуре сербского импорта в Украину в январе-декабре 2009г. наибольший удельный вес занимали: нефть и нефтепродукты – 103,78 млн. дол. США (57,8%), разные готовые изделия (покрытие для полов) – 40,1 млн. дол. США (22,3%), медицинские и фармацевтические препараты – 5,66 млн. дол. США (3,1%), пряжа, текстиль и изделия – 5,45 млн. дол. США (3,0%), бумага, картон и изделия из целлюлозы – 2,97 млн. дол. США (1,65%), растительные сырьевые материалы – 2,57 млн. дол. США (1,4%), семена и плоды подсолнуха – 2,2 млн. дол. США (1,2%), чугун и сталь – 1,74 млн. дол. США (1,0%), краски и дубильные вещества – 1,44 млн. дол. США (0,97%) [23], [24].

Основными украинскими экспортерами являются: «Митал Стил - Криворожсталь», Полтавский ГОК, «Запорожсталь», «Днепроспецсталь», Новокраматорский машиностроительный завод», «Квант»,

«Азовсталь», «Енакиево», «Макеевка» и другие. По данным Минэкономики Украины, на 01.10.2009г. в экономику Украину привлечено 44,1 млн. дол. США инвестиций из Сербии, что составляет 0,1% общего объема прямых иностранных инвестиций в украинскую экономику. За 9 месяцев 2009г. прирост инвестиций из Сербии в Украину составил 1,9 млн. дол. США. Наибольший объем инвестиций из Сербии привлечено в перерабатывающую промышленность – 41,8 млн. дол. США (94,8% от общего объема инвестиций). На территории Украины зарегистрировано 42 предприятия с капиталом из Сербии.

Украина - Черногория. Поскольку Черногория недавно стала независимым государством, торгово-экономические отношения между двумя государствами лишь начинают формироваться. На стадии завершения - проработка черногорской стороной украинского проекта Дорожной карты украинско-черногорских отношений на 2009-2010гг. [25]. Структура внешней торговли Украины с Черногорией по товарной группе в 2009г. выглядела следующим образом: экспорт – 0,48 млн. дол. США (17,8% к уровню 2008г.), импорт – 0,93 млн. дол. США (93,0% по сравнению с 2008г.), сальдо: минус 0,45 млн. дол. США.

Украина – Македония. Торгово-экономическое сотрудничество между Украиной и Республикой Македония осуществляется в рамках Соглашения о свободной торговле (2001г.). На протяжении 2005-2008гг. двусторонний товарооборот товарами увеличился в 4,2 раза и достиг в 2008г. 191 млн. дол. США (на 81% больше, чем в 2007г.). По итогам 2009г. экспорт украинских товаров в Македонию был равен 42,28 млн. дол. США (23% по сравнению с 2008г.), импорт – 31,32 млн. дол. США (428,4% по сравнению с 2008г.). Сальдо товарооборота между двумя странами составило 10,96 млн. дол. США.

Основными статьями украинского экспорта в 2008г. оставались сырьевые материалы: черные металлы (88% общего объема), энергетические материалы (3%), медь и изделия из нее (2%). На машины и оборудование приходилось лишь 3% экспорта. В структуре импорта наибольшие объемы принадлежали таким товарам, как: табак (47%), фрукты (6%), овощи (5%), химические продукты (4%). Среди промышленной продукции важное место занимают: электрические машины (25%), средства наземного транспорта (4%). На конец 2008г. объемы прямых инвестиций из Македонии в экономику Украины составили 2220,2 тыс. дол. США. Инвестиции вложены в 15 украинских предприятий. Инвестиции из Украины в экономику Македонии составили 286,1 тыс. дол. США [26].

Украина – Хорватия. Товарооборот между двумя странами в 2009г. характеризуется такими данными: экспорт украинских товаров в Хорватию составил – 14,95 млн. дол. США (11,0% по отношению к 2008г.), импорт – 45,80 млн. дол. США (76,1% от уровня 2008г.), сальдо: минус 30,85 млн. дол. США [27].

Украина – Босния и Герцеговина. В 2008г. возобновилась позитивная динамика роста объемов взаимной торговли между Украиной и Боснией и Герцоговиной, которая наблюдалась на протяжении 2004-2006гг. Доминирующими статьями экспорта из Украины в БиГ продолжали оставаться изделия из черных и цветных металлов (96% экспорта в 2008г.). В структуре импорта из БиГ в Украину преобладала химическая продукция (лекарственные препараты, полимерные материалы - 87% всего импорта) [27]. Товарооборот между двумя странами в 2009г. выглядел следующим образом: экспорт – 9,57 млн. дол. США (9,5% по сравнению с 2008г.), импорт- 8,94 млн. дол. США (82,7% от уровня 2008г.), сальдо – 0,63 млн. дол. США.

Украина - Словения. По объему двустороннего товарооборота Республика Словения занимает 38 место среди стран-партнеров Украины в мире и 81-е по объему рынка сбыта украинских товаров. Среди стран бывшей Югославии в 2007–2008гг. Словения вышла на первое место по объему товарооборота с Украиной. Основными товарными позициями в структуре украинского экспорта в Словению в 2008г. были нефтепродукты, масло подсолнечное, медь и изделия из меди, свинец, корунд искусственный, поликарбоновые кислоты, древесина и изделия из нее. Основную часть украинского импорта из Словении в 2008г. составляли лекарства и медицинские препараты, бытовая техника, телефонные станции. По данным на 01.10.2008г. в экономику Украины привлечено 27,7 млн. дол. США инвестиций из Словении. В Украине функционирует 35 предприятий со словенским капиталом. Итоги 2009г. показали следующую картину товарооборота между двумя странами: экспорт украинской продукции в Словению составил – 11,02 млн. дол. США (40,1% от уровня 2008г.), импорт – 185,40 млн. дол. США (79,9% от уровня 2008г.), сальдо: минус 174,37 млн. дол. США.

Среди словенских инвестиционных проектов, которые начали реализовываться в Украине, следует назвать следующие. В 2007г. совет директоров ведущей словенской транспортно-логистической компании “Интеревропа” утвердил проект о строительстве логистического центра и автомобильного терминала в предместье Киева на сумму 15,6 млн. евро. Словенская компания “Телиос” (производитель красок) приобрела в Черкасской области завод “Аврора” с целью открытия производственной линии (вложено около 5 млн. евро). Металлургическое предприятие “Мариборска литейная” реализовывает проект открытия производственной линии в Украине. Существенные

инвестиции в экономику Украины осуществляла также компания “Искрател” (телефонные коммуникации), которая на протяжении последних трех лет инвестировала в проекты в Украине 7 млн. дол. США в качестве прямых инвестиций (в основном в предприятие “Монис” в Харьковской области) и около 14 млн. дол. США в качестве не прямых инвестиций (через “Монис”) [28].

Украина - Болгария. В 2009г. значительное внимание уделялось развитию торгово-экономического сотрудничества с Болгарией, которая является наибольшим торговым партнером Украины на Балканах. Важными аспектами роста товарооборота стало вступление Украины в ВТО и перспектива создания зоны свободной торговли с ЕС. Структура экспортно-импортных операций между двумя странами по итогам 2009г. выглядит следующим образом: экспорт украинских товаров в Болгарию составил – 395,54 млн. дол. США (35,8% по сравнению с 2008г.), импорт – 151,76 млн. дол. США (63,4% от уровня 2008г.), сальдо: 243,78 млн. дол. США. Общий товарооборот между двумя странами (товары + услуги) за 2009г. составил 596,8 млн. дол. США с позитивным для Украины сальдо в размере 255,3 млн. дол. США. Показатели двусторонней торговли, особенно украинского экспорта, прямо связаны с общими рецессионными процессами в экономике братских стран в связи с мировым финансово-экономическим кризисом, уменьшением спроса и цен на традиционные группы товаров.

Подавляющую часть украинского экспорта в упомянутом периоде составили такие товарные группы: „недорогостоящие металлы и изделия из них” „минеральные продукты” (руда, уголь) „транспортные средства и дорожное оборудование”. В основе болгарского экспорта в Украину - „лекарственные средства” (30%). Для частичного замещения традиционных товарных групп украинского экспорта на высокотехнологичную продукцию, болгарским партнерам предложено принять участие в крупных тендерах: на модернизацию ГТС РБ и возможности поставок соответствующего оборудования; поставку троллейбусов в Софию; поставку специальной стали для судостроительных предприятий РБ; поставку рельсов для модернизации железных дорог.

По состоянию на 01.07.2009г. болгарские предприятия инвестировали в экономику Украины 20,4 млн. дол. США. Общая сумма инвестиций из Украины в экономику Болгарии по состоянию на 01.01.2009г. составила 4,2 млн. евро. В Украине функционирует 200 предприятий за участием болгарского капитала и 67 представительств болгарских компаний. В Болгарии зарегистрировано около 60 представительств украинских фирм, действует 274 совместных предприятий при участии украинского капитала [29].

В процессе расширения рынков реализации отечественной продукции особенно следует обратить внимание на маркетинговую деятельность. Комплекс международного маркетинга должен согласовываться как с правилами СОТ, так и с законодательными нормами отдельных стран-партнеров. Так, при осуществлении товарной политики в условиях жесткой конкуренции нужно учитывать нормы и стандарты, которыми регулируются качество и степень безопасности продукции. Важным фактором выступают требования относительно упаковки товаров, например, в плане ее экологичности. Регулирование ценовой политики в международной торговле в значительной мере связано с вопросами ценовой дискриминации и скидок, антидемпингового законодательства. В сфере продвижения товара основная часть регулирующих норм касается рекламных мероприятий. Тщательно подготовленная рекламная кампания должна учитывать общественную и культурную среду страны, в которой экспортеры отечественной продукции намереваются работать. Эффективным инструментом развития экспортного потенциала страны, привлечение инвестиций остается участие украинских предприятий, учреждений, организаций в международных выставках, ярмарках.

6. ЗАКЛЮЧЕНИЕ

“Quod erat probandum (Лат.). - Что и нужно было доказать”.

1. При выработке принципов внешнеторговой политики государства нужно брать во внимание экономические аспекты в изменениях цивилизационной структуры современного мира и проблем, которые сопровождают процессы глобализации как парадигме трансформационных и интеграционных преобразований в мировой экономике.
2. Анализируя прогнозы мирового экономического развития по признаку цикличности, можно с достаточной степенью точности предусматривать тенденции, которые следует ожидать в кратко-, средне- и долгосрочной перспективе и в Украине.
3. Оценивая уровень конкурентоспособность отечественной промышленной продукции, стоит осознать, что на внешних рынках соревноваться могут, в первую очередь, ТНК, большие компании, которые имеют мощный потенциал из позиций кадрового, научного, материально-технического, информационного, финансового обеспечения.

4. При выборе сегментов международных рынков, как по товарному, так и по географическому признаку экспортный потенциал промышленного комплекса Украины, по нашему мнению, необходимо реализовывать, прежде всего, на рынках соседних стран, а также тех, которые будут играть ключевую роль в ближайшей перспективе (например, страны БРИК - Бразилия, Россия, Индия, Китай).
5. Особым вектором во внешнеэкономических связях для Украины должны, по нашему убеждению, выступать страны балканского полуострова: Болгария, Босния и Герцеговина, Македония, Сербия, Словения, Хорватия, Черногория. При осуществлении товарообмена между нашими братскими, славянскими странами ориентироваться в перспективе мы должны на расширение и углубление научно-технического сотрудничества, на торговлю высокотехнологичной, наукоемкой продукцией.

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MANAGEMENT IN CRISIS CONDITIONS

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Summary: During the world economic crisis in 2009 liberalism showed certain weakness, and that is an indisputable fact. Many theoreticians accuse liberal economy for crisis, with general effort to modify the concept of market economy. Many examples of guided economies were cited, above all China, Russia, and some of the countries in the United States that have been less market and as such less affected by crisis. In such situations, we must ask ourselves what is the alternative to market economy?

After the world economic crisis, the economic system of USA will be different, which will affect the other parts of American society, and especially socio-political, cultural, defensive, and other subsystems. The question is: Whether some conclusions or laws will be drawn from the economic crisis in 2009 or will it represent only one episode in this turbulent and uncertain times as today's is.

The aim of this study is to point to problem of management as a science and profession, with a special emphasis to the crisis in 2009.

Key words: crisis management, crisis 2009

1. INTRODUCTION

Economic crisis has shown weaknesses in functioning of developed market economies worldwide, but from an economy development point of view, the market economy remains indispensable factor of success. Accordingly, management as the best-known management concept for economic and social trends remains indispensable factor in achieving corporative success. However, these concepts must be changed also, because everything that exists in the natural and social order is subject to changes. State, as well as a corporate management in each new much time dimension need to apply new approaches, technology and mechanisms, both in creating economic policy, as well as in the managing organizational systems. Efficient concepts in the past can be counterproductive in the present. The only constant "Red Thread" which connects all systems since origin of man until today, and in the future too, is the economic dimension that is the primary and final in each organization. In other words, no one, and thus no market economy or corporate system cannot last forever, if you disregard the basic principles of sustainable economy, nor it can be spend more than it is created. This universal principle is the reason why USA economy fell, but management of professions too, because they were spending more than they were creating.

In the previous context, the world economic crisis in 2009 has opened many questions from management sphere. The fact management as a profession first originated in the United States is a paradox and that management is most developed on this market country, because world economic crisis arose in this country exactly. In accordance with above mentioned we can say the cause for a crisis is in inefficient and ineffective strategic management above all, given the fact the main task of professional management is to ensure long term economic success. This concept is logical, if we known that corporate success in high-level of correlation with quality management. Studies show this subject is overlooked in world economic crisis, and it seems this, as well as previous crisis, will be just a simple episode in which no one will draw appropriate conclusions and lessons.

2. SPECIFIC MANAGEMENT IN CRISIS CONDITIONS

The fact that modern business world is in complex and controversial situations is indisputable. Regardless of the level of crisis, the uncertainty is and will be a major problem in the future. The higher level of human needs continuously increases and energy restrictions are continuously reducing on one side, climate, political, and market changes on the other side will be intensified in each new time dimension. In these circumstances, organizational systems but individuals too will have to look for the new answers to challenges in which the time will be limiting factor in certain acting or non-acting. "Let's take man having a heart attack in the middle of the night as an example, as the highest level of crisis in life of each human being. Emergency squad quickly takes patient into hospital, where surgical experts carried out in advance prescribed surgical operation. In situations like this time is crucial. Teams do not have enough time to improvise, to stabilize patient, and to provide new blood vessel. At the end of operation, the risk is still present. Recovering from an operation, the patient or the experts are not able to prevent new heart attack. Period of adjustments and recovery arise with uncertain result. Therefore, the crisis is not passed yet nor the risk is eliminated." From this example, we can conclude that concluding deals, especially managing in the crisis times is dangerous and it is complex, and in essence has been radically different from performing business in normal times.

We can say there are two following phases:

- The first phase management has task to stabilize the situation and "buy some time". This urgent phase requires from management to quickly diagnostic causes of problems, in order to have chance to apply appropriate mechanisms in timely manner, and to require of its employees to change their way of behaving or the way they doing their work, so the crisis could not develop rapidly.
- Second phase is adjustment, or period in which capacity for providing resistance organism of the possible additional complications is going to be built. At this stage, people are upset; they exert pressure and seek answers. If you with dragged on this phase, employees will respond to unpleasant changes with new requirements and uncertain turn of events.

Danger for successfully resolving of the crisis comes from top management. The first danger is that the management who led organization into crisis is trying to retain positions that he had and that management wants to "get system out of crisis". By the rule, this is a mission impossible because it shows that management of the organization or system, which led to crisis, isn't capable to get system out of crisis ever. Practice of sports clubs confirms this fact, because when team is stuck into crisis of results, players will not be change, but coach or administration will. The coach that has led club to crisis has to go, and his place will take new coach, while outgoing coach never should propose its successor, because it will propose man who is less capable then he was, so the glow of his failure fades as fast as possible. Practice shows that management in time of crisis will strive to solve or settled problems in the same way as they do that sometimes, and while doing that they emphasize short-lived solutions, and above all intensified control, imposing sanctions, radical reorganization, etc. They will do what they know, and not what is needed, not recognizing that the organization came into crisis because of the application of outdated and inadequate concepts in a first place. After emerging from crisis management and employees need to learn certain lessons but also to change their way of behaving. Because of that crisis can be useful, especially, if you learn from it. However, a large number of managers do not change their behaviour even after crisis, as they would in an ordinary life. "Many people survive heart attack but most of the patients return to their old habits after recovery. Only 20% stop smoking, change their diet, or exercises more. In fact, cutting sense of urgency, a great success of initial treatment creates illusion of returning to normal state. Cutting sense of urgency turns away many patients of the need for adaption along with large stakes and uncertainties ". People who practice adaptive management do not make mistakes. In change of withholding position, they recognize chances and try to make them as quick as possible. Wise in crisis they see chances rather than risks. During the crisis, business people are trying to build future. They change rules of the game adapting its action to circumstances and situations, through reorganization of organization. Of course, some parts of organization will lose privileges, others will be abolished, and the third will change the way of their activities. It is possible that some parts organization will get new privileges. Management in the crisis times must accept empathy, as one of salutary solution, i.e. solution through which certain parts company will be abandoned or outdated mentors based on whose concepts the company would prosper long time. This stems from undisputable fact that in crisis is required help from the people and accepting the ideas of management, not blind obedience while they follow you on the path towards the future. In the above-mentioned situation, management must prepare employees, and leaders must to act in the conditions of permanent uncertainty or change that cannot be controlled. In this regard, Jack Welch, magazine Fortune declared this man to be manager of a century: "For years I sat in the offices, following promising strategies that have failed. We had great plans for ultrasound exams and we

achieve success once when we found person that has that idea running through its veins. We have learned in the hard way that with the best strategy in the world, and without true leaders who would develop them and identify themselves with them, we would not have received anything more than attractive presentation and weak results".

Leaving of authoritative security in time of crisis is not only desirable but also necessary. Sacrificing of individuals and the owner too, will not be enough for success. In the above-mentioned context, management must be:

- Optimistic and realistic,
- Focused on the event or goal,
- It must be able to find high quality, person of confidence. A person of confidence must not be person from the organization, which one day can be found in the opposite direction, but outside of company. The most important thing is that a person of confidence must think more about himself than about the actions and the company's business problems.
- Dedicated to work. Showing of emotions and creating quality ideas may be high quality tool for changes.
- Worthy. Management must not be losing in its role.
- A personal example in the time of crisis has specific weight in relation to normal situations, which is natural because employees orient themselves by the person who is situated in the top position in the organization. Force of people at the top determines power of organization to get out of the crisis.

3. BASIS OF SUCCESSFUL MANAGEMENT IN THE CRISIS TIMES

In conditions of high turbulence and uncertainty, management requires higher professional knowledge and art of improvisation and experimentation. Skills that were used by a large number of managers to come to strategic position in the past, can lead them to failure in modern conditions. We are talking about an analytical way of resolving problems, firm principles, and strong technology of making strategic decisions, giving clear instructions and efforts to implement them accurately, which may be counterproductive. In other words, adapting phase of crisis requires some other rules and principles of those that were applicable in normal conditions. World leaders are faced with a large number of requirements by different interest groups. Satisfaction of stakeholder's interest is primary, and because of that, management must timely respond to modern challenges. Management must to adjust to an external environment. To meet above-mentioned the new practice is required, which could be obtained through trainings. However, the problem is that management who operates in the times of crisis is for the first time in such situation and there is no experience at all. Every crisis is unique, which means that for resolving there are no universal remedies. That is why in the crisis times, people with lower position often get chance to show themselves to be capable to set the goal, having necessary capability to improvise and necessary skills. Best Buy companies conducted similar thing. Julie Gilbert is as the vice president for retail from 2000 to 2009 saw upcoming crisis and has endeavoured to include women in male-oriented world of electronic consumption. In that way, she increased impact of women in decision-making. The intellect did not play major role here but readiness to change company's orientation.

To compel company and its employees to adapt to changes in environment is difficult thing for management. It is even harder to insist on life with permanent changes. This requires creating of a special strategy, so the management cannot become target of attacks. Therefore, Gilbert believed that instead of simple sale of technical products mostly to male customers, Best Buy has to attract women introducing consumer electronics in family life. She opened stands at the shops that sell home theatres together with furniture and complements. The company has begun training sellers to communicate with up to now ignored female customers, which came with men to look for technical goods.

Gilbert pointed out that the management of Best Buy fiercely criticized her. Their criticism refers to the fact that strategic management saw Best Buy retail as sell of technical goods, and not general experience. With introducing these innovations the company reduced returning of purchased goods to 60%, which is natural, because in this situations women have role in decision making instead of traditional choose where only sellers participated and decisions were made only by men. Thus, the stereotype that men sell men failed. Turning to female customers required increased number of women in retail institutions.

Today strategic improvement is difficult, and because of that, it is necessary to carry out less functional adjustments. That shows that great achievements are result of many smaller experiments, one of which usually makes a revolutionary transformation of economy and society.

In order to establish such an experiment, mutual dependence on people in the organization must be recognized, as well as mutual dependence of different organizations. In other words, we must bear in mind that no one is isolated and independent and that no one is the goal for itself, but there is dependency of other people and other organizations. Co-operation in company level or between companies gives increased synergistic effects. States also have to admit the fact they aren't mutually independent but that their success is conditioned by other states and the world at global level. It is a great illusion to expect that management team, regardless of its geniality, will find the best way for the future. Therefore, the companies often create alliances in more complex joint projects. Companies exposed to external and internal changes require application of the new managing ways. Those individuals that impute all credits for corporate success to them were sentenced to regression, naturally, because no individual in modern conditions is not able to respond to changes that are happening in the adjacency. They must stop thinking they can do whatever they want, instead of assigning obligations to people of different functional specialties and to support them in their times of crisis gets space for thinking about where company need to arrive and which way to go. Therefore, the distribution of information is crucial in times of crisis, because that is the way to get quality management decisions in the projected concept of managing crisis. In times of crisis, management must respect differences or diversity, in the widest possible contexts. Of course it is easy to say that but it is hard to realize, particularly when it's about unprofessional management or existing stereotypes, i.e. ethnocentrism as a major problem in today's world. Surely, something like that is present in everyday life, because we usually try to spend time with people who are related with us or share the same system of values or beliefs. Listening and learning through assigning is a tough job. However, if this the process does not include other people (younger colleagues, etc) it would be very hard to exist from crisis. In times of crisis, traditional or positioned authorities must be abandoned. That is valid for owner too. Everyone need to act the company is their, meaning they should continually introduce innovations and new solutions to improve business process. Every individual should provide real benefits for the company. This applies to each partner also. A large number of companies give the same right to vote to owners and partners. Everybody will achieve progress or going down in accordance with the company's results.

4. STRATEGIES THAT HAVE PROVEN AS SUCCESSFUL IN THE ECONOMIC CRISIS 2009

Each company has its own vision, mission, policy and strategy, which formulate depending on the circumstances and current situation. Each strategy is unique and it is necessary to answer the question of how to realized policy, so we can say that there is no two same strategies, because there is no two same companies or situations in which the company may found. Successful companies have prepared strategies in the case of crisis. They often simulate answers and mechanisms that will be used in the crisis conditions. The common fact between the greatest number corporate organizations in the developed and developing countries is the fact they were looking the basic way out of the crisis in cutting business costs.

Companies striving to come out of the world economic crisis had to reduce, or to reduce costs continuously, as central problem of each quality management. The purpose of introducing competition is in permanent pressure carried out by leaders with general efforts to reduce sale price so the product or service could be more attractive for potential buyer. Strategy has to be directed to domestic market. Merging and acquisition mechanisms give better results if companies oriented themselves in several countries or one cultural zone, than in case when company seeks to operate in the global level. Companies seeking to resist the crisis need to diversify its portfolio through increasing of value chain and prior orientation towards middle class, which has the power of "flywheel" in each country.

In following paragraph, results of effective implementation of corporate strategies in developing countries are presented.¹

By end of 2007, Chinese China Vanke Construction Company has started to sell apartments with discount in order to get free of stocks. Thanks to that, buying of additional land has been reduced in 2008 and company offered buyers to pay in advance. By end of this year, the company had reserves in the amount of \$20 billions. Russian software company Spirit felt the crisis at end of 2007 in similar way when many American consumers have begun to reduce costs. South Korea and China also felt crisis very soon where company realize 40% profit.

¹ The survey was conducted by:., HBR Russia chief editor Elena Evgrafova, HBR Brasil chief editor Lea de Luca, HBR Latin America chief editor Ricardo Zisis, and the editor Jack Yan, a senior editor Kent Ke, senior editor Sherly Dai, and HBR China senior editor Neo Shi.

Companies Spirit has decided to turn to domestic market, partly because they had hoped that Russian government would continue to finance megaproject, satellite navigation system worth around 3 billion dollars. Strategy of fitting in costs of infrastructure is suitable in developing countries. When the Chinese government invested in railways, underground railways, and highways Chinese Evoc intelligent technology achieve demand increase for control systems. In fact, in 2008 company has made income worth \$1.2 billion and 101% growth that decreased in relation to 2007 when it was 116%.

Some companies are in good financial situation thanks to domestic market that has been developed during the years. Some use mergers and acquisitions (MA) to strengthen their leadership positions or to buy funds when the prices are low. For example, in November in 2008 Banco Itau bought Uniao de Bancos Brasileiros in order to be able to open a largest Brazilian bank. This new unit will be better equipped to stand recession and win rivals in Latin America. It is similar with Antofagastu Minerals, Chilean mining company, which often buys ores and reserves when price of copper plunges, this company recently invested in copper ore in Pakistan and Mexico, so it will have more to offer at the market when the recession is over. Certain companies in the times of crisis are trying to diversify its portfolio. One of Chinese largest companies Fosun International has invested only in private companies, but due to falling of stock's price now chooses companies that are confronted on the stock exchange. In April 2008, Fosun bought 12% share in Tongjitang Chinese Medicines, the largest state producer of traditional remedies:

Next strategy for increasing profits is to increase value chain. Russian Severstal-metiz produces wires and similar products transferred its actions from production of disposable goods to products of greater value. In July 2008, they bought Italian Redaelli Tecna, world leader in order to produce steel wire ropes. On the consumer products market, Lojas Colombo is one of the largest Brazilian retail sellers that will turn towards whole buyers and to investing in shipping storages in cities such as Sao Paulo and Brasilia.

On the other hand, several Brazilian companies seek to switch to satisfy the needs of middle class. Casas Bahia retailer has opened a store in Paraisopolisu in one of the poorest towns near SAO Paula. Their competitor Luisa Magazine is trying to win lower middle class in secondary cities of Brazil. These consumers have more choices, lower prices and better payment conditions in the cities if they are using the Internet, but they do not know how. In Luisa Magazine shops, sellers are helping consumers to use computers, to visit virtual shops, to order products and finance buying.

Many companies in times of crisis increases or reduce value of their products during the crisis. Portobello, one of the leading Brazilian Ceramic Company, has recently spend 8 million dollars for two Italian machines for cutting in order to make ceramic tiles of larger dimension cherished by rich consumers. At the same time, the company has cut prices of cheaper products, in order to increase sales. As demand for exports is dropping, the scope of the sale is the key for many in developing markets, so companies offering greater choice of products have better chance for survival.

The strategy can be of use for other developing countries too, countries in transition, developed market economy countries. There is still insufficient investigated market outside of major urban centres, i.e. rural markets, primarily in the China and India, but special services market that proved to be relatively stable in the times of crisis, and especially field of social care for old people, pet healthcare, investing in enterprise education, etc.

5. RESUME

Management in the crisis times has some common, but a great number of special characteristics too in relation to management in normal times. It looks like the management will be dealing problems in the future, and that everything will be concentrated to managing in conditions of radical and fundamental changes in which will be applied new concepts, approaches, mechanisms and technologies. In the above-mentioned contexts, it is necessary to apply new concepts too, which could be the best way to influence to corporate success.

In this study, new strategies are given which have successfully been applied in developing countries, primarily in China, India, and Russia in time of great economic crisis in 2009. Above mentioned strategies can be successfully implemented in other developing countries, transition countries, as well as in developed market countries, using the model of "creative imitation", i.e. their adjustment to concrete conditions and situations.

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MANAGING ECOLOGY AND TOURISM INDUSTRY IN AUSTRALIA

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Summary: *Previous experiences in the development of civilization are gone in the direction of reducing the working hours and increasing the amount of free time. At the beginning of the twentieth century, the man had 60hrs workweek, and in the second half 40 hrs workweek was realizing. The European Union, and other developed countries are planning to introduce 30hrs workweek. In the U.S., Australia and other countries, there are estimates that today people could live with 20hrs workweek and that it would not reduce the living standards of people. However, the precise analysts have calculated that, in case of such radical reduction of working hours, there wouldn't be enough psychiatric clinics to accept a huge number of people who have experienced disruption due to the boredom of the mind. Thus, the tendency to reduce the working hours will continue, and will increase the amount of free time.*

In these circumstances, there is a chance for the development of tourism that should be an instrument for the successful use of free time, especially if this phenomenon is linked with increased purchasing power of potential tourists. To what extent tourism will achieve this goal depends on the relationship of a man and the nature of the tourism industry and its conservation.

Author wants to point to the problem of the relationship between tourism and nature using the example of Australia, in order to use the experiences of this tourist destination in Serbia. Certainly, the study will consider the scientific study of some Australian companies that have implemented and managed through the innovative ways to become competitive to its natural environment with its artificial contents.

Keywords: *tourism, natural environment, sustainable development*

1. INTRODUCTION

The relationship of a man and nature has changed over time. Man is the highest level of dependency on the nature had in time of its origin and the period of separation from the animal world. The more man developed i.e., acquired more and more knowledge and improved resources for work, it was less dependent on the nature and able to take advantages of the nature and managed to use nature for a better and easier life, but also to affect the certain natural phenomena. Therefore, we come to the stage where the traditional importance of nature in modern conditions cannot be over-emphasized. The tourism industry is showing that tourists often travel to destinations where there are no natural, but just artificial attractions. However, the natural environment with its attractions is a significant potential for each of the tourist organizations, especially in circumstances where there is increased concern on a global level for the fate of planet Earth and the survival of some animal and plant species, because the mentioned situation returns as a boomerang, bringing into question not only the interest of tourists, but also the survival of human kind.

Researches by Middleton and Hawkins, released last millennium indicate that the protection of nature appeared in 1886, when the first international regulations were made, and then they were promoted to this day, largely in response to pollution, and the emergence of the phenomenon of ozone holes, global warming, destruction of landscape, air pollution, dying forests, waste disposal, etc. To specified condition, or at least to one of these problems, mass tourism contributed, which implicated tourism industry to refocus on the environment. Nevertheless, in this context it is necessary to consider the relationship between races and tourism.

2. RELATIONSHIP BETWEEN POPULATION GROWTH AND TOURISM

The number of the people on the planet Earth is constantly increasing. In 1950, there were 2.5 billion, and in 2000, approximately 6 billion people. According to the assessment of plans to cut annual population growth compared to the previous period, from 1,47%, which would lead that in 2050, on the planet is going to be about 9 billion people [1]. The other side of the problem is that the human demands and needs of each new time dimension increases. However, the above trend is followed by opposite processes, i.e. natural resources are increasingly becoming scarce, and decreasing, which limits the satisfaction of growing needs of people. The exit from this situation can be found in science, which has become a manufacturing power. The increase in population, without science would lead to impoverishment, i.e., such growth would not be able to meet the needs for food and other life needs. Accordingly, the science must evolve in the 21 century in order to ensure the needs of a growing number of the people in the world.

According to the estimates [2] it is expected that movement of tourists rapidly increase. In the first 20 years of the 21st century, it is expected that the number of international arrivals have an average growth of 4 percent per year. It is shown that in the late fifties of the last century, 25 million arrivals achieved in the global level, while at the beginning of the new millennium, that number is increased and amounted to 668 million of tourists. This year, despite of the global economic crisis that has engulfed the world, it is expected that the number of tourist trips exceed the amount of 1.5 billion of people.

International tourism is only a small part of tourism. To quote exact figures around the world and to predict the growth of tourism is not possible, because there are no precise data from other countries that could be compared. However, its proportions are much higher than international tourism, with a contribution of about 75 per cent of total tourism in Australia and the United States (measured by consumption) and much more than in some other countries. Continual growth of both, population growth and living standards is expected, which will lead to increase in the number of tourists [3].

3. CONCEPTS RELATED TO THE PRESERVATION OF THE ENVIRONMENT AND PROMOTING TOURISM

Interest in the preservation of the environment in Australia gained in importance in the first half of the last century. It is shown that Australia is the country with great expanse, sparsely populated, and with developed service sector, which is not a big polluter, like in other industrialized countries. In this context, the specific concepts were developed for the maintenance and improvement of certain segments of the natural order. Managing ecology and tourism in Australia is directed to the private sector. The Australian government is primarily focused to creating of favorable political, legal, and economic environment in which entrepreneurs engage in tourism where tourists will feel safe and comfortable. It intervenes only when it is necessary to fill the gap, for example, to provide basic services, or to provide the department that would not necessarily be profitable and that is not interesting for private sector. This attitude of the Australian government is logical, because tourism is an entrepreneurial activity, which involves risk to both individuals and companies are better in that than the government, because according to the Singler's laws, the state is bad host, while the absolute state is absolutely inefficient and ineffective. However, tourism is not just business. It also includes all other interests in the whole society. It may have an impact on the welfare of the whole nation. Tourism must be managed, and the government must be involved in the management through its components, such as ecology, biodiversity, eco systems, climate changes, and environmental production and processing.

Each of these elements is followed by some concepts of maintenance and improvements. However, the example of Australia showed that these elements should be understood in dialectical unity, because they are based in the causal-consequential connections and relationships, which led to establishing of a systematic approach to environmental management, as new concept and technology.

4. ECOLOGY

Ecology is the science, which deals with the investigation of the relationship of living organisms to the environment where they live. A branch of biology that takes into account a relationship between animal and plant species and relationship between these species and the environment they inhabit. The most obvious relationships are those once defined by Darwin, in which bigger eat smaller, that is, the transformation of this syntagm into a new law that "fast ones eat slow ones". "Darwin's theory of evolution is an ecological theory. However, this relationship explore the other aspects of the functioning of living organisms, such as the ratio between males and females, adults and their offspring, the dominant and subordinate animates, living beings who are natives and intruders, and so on.

5. BIODIVERSITY

Biodiversity is term that explains the huge variety of species and the relationship between flora and fauna, from microorganisms, as the smallest living beings, to the largest mammals, or from algae to giant trees. Biodiversity is seen usually from a three point of views, namely: genetic diversity, diversity of species, and ecosystem diversity. All three points should also be considered from the holistic point of view, because any change in one element causes changes in the other two elements. It is shown that partial resolution of eco problems is far less efficient and effective than the common one, which is normal, because the sum of partial effects is always smaller than the effects of joint action. Therefore, solving of strategic environmental problems is made at the Commonwealth level or the common government of national states, not by nation-states, including Australia.

Biodiversity in Australia is considered a very special compared to other countries. This country that is a continent is considered to be especially rich in certain types of individual families that are unique and represent a substantial attraction for tourism. However, research has shown that there was a sharp decline of biodiversity and a tendency to continue this decline. Bearing in mind this, Commonwealth Government for protecting the natural environment and preserving bio-diversity in 1999, decided to promote the preservation of bio-diversity and to commit the Commonwealth to make quick and high quality decisions when it comes to preserving national, natural resources. If you the decision of this body fail, state will deal with them in their state-level [4]. Therefore, the mechanisms for the preservation of bio-reservation are provided, because it shows this is a significant potential that cannot be questioned.

6. ECO-SYSTEM

Eco-system, as any other system is a whole composed of parts that are in relationships and dependencies that can be identified and treated as entities. An eco-system is a discrete community of interactive biological organisms and their physical environment, i.e., the area that is different from others in the geographical, topographical, climatic, and other terms. Eco-system works on the principle of self-organization and self-regulation. Alaaby (1986) illustrates the feedback and self-regulation in ecological systems by the example of the relationship between grass, rabbits, and foxes. If the number of rabbits in a natural environment increases, it creates the conditions for an increased number of foxes that hunted them. Increasing the number of foxes, rabbits will be controlled, i.e., the eco-system will be able to limit the number of rabbits through self-organization. Increased number of rabbits forces them to eat more grass, which would reduce the amount of grass, which will limit further growth of rabbits as the result of feedback, given the fact there is not enough food for them. Therefore, the self-regulation establishes a mechanism, in which at one point of increase, the system is returning to restore the previous values.

Distinguishing and defining of the eco-system is important for professional environmentalists, in order to manage it in an effective way. Eco-system does not have to be large. It is very important that is the completely different from the environment. For example, the forest is regarded as an eco-system, because it has a spatial definition, i.e., the edge that separate it from the surface is covered by forests. Individual tree can be viewed as a separate eco-system, because it is different from the other trees in the same area. Ecological and natural environment today is an important resource for developing of tourism. Now, it is wanted the greatest possible naturalness, i.e., to reduce development and urban planning. This led to the development of specific sectors of tourism, called eco-tourism whose base is searching for healthy food, clean drinking water, and clean air [5].

7. CLIMATE CHANGE

The causes of climate changes are different. Natural and artificial factors and influential forces can affect the causes of change. United Nations Framework Convention on Climate Change (UNFCCC), which deals with the insurance of changes caused by people and restrict the meaning of the term. For example, if the climate change is a result of human activities, then we are talking about artificial factors that influence changes [6].

8. ECOLOGICAL PRODUCTION

Ecological production in modern conditions is a basic demand of consumers and customers. To achieve it, we need to integrate all entities in the business chain towards the mutual goal and that is a healthy product, or service or preservation of raw materials and energy as a scarce natural resources, i.e., eliminating of toxic materials to help reduce emissions of toxic waste, before producing of a final product.

Environmental strategies focus on all stages of production, i.e., turnover cycle, from extraction of raw materials, processing of assemblies and subassemblies to final product, packaging, and the use and storage of waste, its use, and so on. If in the production and transportation cycle only one phase fails, there is an environmental problem.

9. THE INFLUENCE OF THE ENVIRONMENTAL ISSUES ON THE TOURISM OF AUSTRALIA

Each state has environmental problems, which are more or less similar and whose effects manifest in the same ways. It is shown that the causes of specific environmental problems at the global level are universal and leave the same consequences. Nevertheless, the three dominant factors affect the increase of environmental problems, namely: global warming, air pollution, and deforestation.

10. GLOBAL WARMING

Global warming is the result of increasing temperature on Earth. Studies have shown that the temperature increase by 0.6° Celsius in the 20th century, which is probably the largest increase for the last thousand years. The above information was the reason for the creation of an international body called Intergovernmental Panel in relation to climate changes. The main objective of this body is to determine the climatic changes that result from human activity and to take measures to reduce adverse impacts. This international body has made 35 scenarios, in order to simulate impacts, assuming that the temperature of the country could increase between 1.4 and 5.8 degrees Celsius from 1990 to 2100 year. This body was established that the main cause of climate change is a man, as it comes to emitting of the following six gases that pollute the atmosphere: carbon dioxide, methane, nitro oxide, hydrofluorocarbons, perfluorocarbons and sulfur hexafluoride. www.ufccc.int.

The biggest impact on air pollution has carbon dioxide, which people sent into the atmosphere in huge quantities by burning fossil fuels such as wood, oil, coal, and natural gas. It is shown that in the last two decades of the last century, fossil fuels are produced over 75% of carbon dioxide. Australia annually produces 14 tons of carbon dioxide per person. Average Australian car emits more than 4 tons of gas each year. Heating plant emits one kilogram of carbon dioxide for a 100-watt light bulb used 8 hours per day [7].

Scientists warn of the seriousness and consequences of global warming issues. Regardless of the diversity of approaches, the most important among them are:

- Lack of food,
- The disappearance of certain animal species, as well as the disappearance of forest complexes,
- The spread of malaria and other diseases,
- The emergence of heavy rains and tropical cyclones in some regions,
- The emergence of drought in other areas, like a pendant to heavy rains in some regions,
- Melting glaciers and thermal expansion would raise the sea level, threatening low coastal areas and small islands.

According to estimates of the Department of Atmospheric Research in Australia, some parts of Australia's tourist industry will disappear and will be deleted in two or three decades, because the level of snow on the

mountains will reduce, and the levels of coastal waters will increase. Researches of this competent institution showed that up 2030, there would be no natural snow for skiing in the lower centers such as Mount Baw Baw. It is also expected that by the 2040, coral bleaching of Coral Reef will occur. It is expected that the Northern coastal regions of Australia in 2030 will have an average temperature of 1 degree Celsius more than the current temperature. As the earth getting warm, so the upper layers of the ocean also getting warm. High temperatures kill corals; although some researchers believe that biodiversity of Coral reef provide the survival of some stronger types of coral.

Coral bleaching is just one of the possible consequences of warming waters. Water is spreading when heated and spread will lead to a rise of sea level, because the melting of ice at the Earth's surface in the regions temperate of moderate temperatures would raise the water level. Rising waters will jeopardize resorts and other tourist facilities on the coasts and islands.

11. AIR POLLUTION

Air pollution has caused huge damage to nature and the environment. It is evident that acid rains contribute to that destroying forests, lakes, rivers and buildings, but they have a negative impact on human health too. Pollutants damage the throat and lungs, and they are the biggest cause of respiratory disease. This is a minor problem in Australia, but it affects the northern hemisphere. However, air pollution in Australia brings great concern to the public. Sydney, Melbourne, and other major cities in Australia have in the high level of pollution some days of the week, especially in summer and autumn days.

The greatest exposure to polluted air is in homes. Open fire can cause problems, especially if there is no quality ventilation. Air-conditioners recycling the same air keeping the same polluted air. This includes smoking indoors, which affects non-smokers too. The most common diseases passed by contaminated indoor air is related to respiratory problems such as asthma and bronchitis, skin irritation which is manifested by rash and eczema, then eyes and throat irritation, headaches, and psyche or sleep disorders.

12. DEFORESTATION

Sometimes men cleared the forest in order to gain the surface for sowing crops and thereby ensure its existence and survival. In Australia once existed stimulation taxes to motivate people to clean lands and to prepare or adapt the land for cultivation. Quite often, they burned the whole complexes of Scottish forests, to expel the local population. In a word, the man in the past was clearing the forest for various reasons, because it saw a problem in it that is endangering its survival.

However, today the situation is completely different, since it is estimated that today is dangerously to cut the forest and if they continue with the previous trend, there would be a disturbance in the eco system. According to statistical data, in Australia today exists only 15% of forest area in relation to the state prior to colonization. It is shown that vegetation has an important role in stabilizing the atmosphere, because it provides enough oxygen, and reduces the amount of carbon dioxide. Instead of rewarding the Australians for cutting of trees and forests, the Commonwealth Government encourages them to maintain existing and create new renewable forest complexes. Now the focus is on rainforests, which today have a special role in the preservation of health of human beings. Each hectare of rain forest from the atmosphere per year takes one ton of carbon dioxide, which, as it is noted, the main cause of global warming. If people cut the wood at a rate of 2% per year, it is analogous to releasing 2 billion tons of carbon dioxide into the air each year [8].

We should not disregard the fact that tropical forests act as a driving station for the creation of new species. Therefore, the emphasis is given to their conservation and improvement. In tropical forests, there are more than half of all animal species. More than 700 species of trees are in tropical forests, which is more than can be found in other forests of the world. Here you can find thousands of species of insects, many of whom have not yet been identified and it still represent the great unknown in the eco system.

According to the Ministry of Agriculture, Fisheries, and Forestry of Australia, of the total forests there are a 2% of jungles, and 23 percent of the rain forest are left as a reservation of [9]. This is a significant potential for tourism development, and health promotion at the national level. However, poor management of tourism resources can cause great damages. Careless use of fire in parks often causes large-scale forest fires, cutting forest for heating fire, setting the tent in nature, the damages of the new raised forest plantations, making ski, or lift, etc. In modern conditions, separate authorizations were introduced to sanction those who behave irresponsibly toward the forests.

13. THE INFLUENCE OF TOURISM ON ECOLOGY IN AUSTRALIA

Tourism has become one of the main branches at the global level. It is possible to see that through the number of tourists, i.e. the number of tourist travels at the global level, and according to turnover and profitability, which is realized [10]. In a word, tourism now represents a "flywheel" that is able to initiate the economic mainstream and achieve a significant foreign exchange inflows. However, tourism, especially mass that dominated in the second half of the last century has produced negative effects, especially when it comes to eco-system. This especially applies to two specific influences: the impact of mass transport means and influence of the development of tourism infrastructure and tourism industry.

14. THE INFLUENCE OF MASS TRANSPORT MEANS

Development of the transport sector is positively influenced the development of tourism, particularly through quick managing space and easier access to tourist destinations. However, the transport sector is responsible for 20 to 25% of consumption of fossil fuels, which are the biggest polluters of air and general environment. These are vehicles required for individual and mass transportation, such as cars, buses, planes, trains and ships. They produce gases that pollute the air and they are the main cause of warming. In addition, means of transportation are responsible for the creation of noise, and heavy pollution, especially when it comes to means of road transport, aircraft, while the impact of the ships and aircraft on this issue is insignificant.

An emission of the harmful gasses from the transport sector in Australia is growing. Today, it is almost 50% higher than it was in the period since 1990 year. According to the Report of the Bureau of Transport and Regional Economics of Australia, planes recorded some 4.4% increase in emissions, while the percentage of passenger cars was twice smaller [11]. However, we must know that road transport consumes about three quarters of fossil fuel of the transport sector, as opposed to 12% of the waste to the air industry. Passenger cars, surely represents the most popular mode of transport for tourists in Australia. It is estimated that motor vehicles with more than 80% influence on the creation of so-called greenhouse effect through carbon dioxide, while with the heavy freight trucks that is about 15% of the released carbon dioxide.

All cited information clearly indicates where is the main problem in the preservation of the natural order and direction for eliminating it.

Transport vehicles, and passenger motor vehicles in Australia are great noisemakers. Today, the situation is worse than it was before, due to the increased number of passenger motor vehicles. The railroad took the ninth place and comes after the noise created by barking dogs, mowers and noisy neighbors [12].

Aircrafts as the manufacturers of noise come in fifth place. After opening of a third runway at Kingsford Smith airport in Sydney in 1994, the residents in some parts must to put up with the noise suffered, although the construction of the airport starting from the assumption that citizens would not hear the planes. New air route exert influence on over the 31,000 households, as well as schools, hospitals, and elderly homes. The Australian public has expressed concern about the impact of the above-mentioned, which leads to frequent airport blockades and protests.

However, according to researches by Authority for Environmental Protection of New South Wales made 10 years ago, the noise created by road traffic influence many people. According to the estimate, more than 40% of the residents of Sydney, which is about 1.5 million people, are exposed to the external noise. It is estimated that this number of people will be affected in terms of pleasant dreams and peaceful family life, while over 350,000 people in Sydney will be exposed to unbearable noise or noise, which endangers the health of individuals and families. Something better, but still prohibited noise is in other urban areas of Australia. How big the participation of tourist traffic in all this is difficult to estimate, but it is quite certain that it exists.

Australia is trying to solve the noise problem through the election of appropriate locations for residential areas, design of road infrastructures outside the built-up areas, planning and construction of residential and other buildings by sound insulation to minimize the impact of external noise, improving of standards, for motor and other passenger vehicles, driver training, and so on.

15. THE IMPACT OF TOURISM INFRASTRUCTURE AND INDUSTRY ON NATURE

The development of tourism, i.e. tourism industry in Australia produces undesirable effects on nature. This is particularly true for mass tourism, which still dominates the contemporary world, including Australia too. In the mountains and ski areas, there is a problem of erosion and landslides related to the trails and skiing, as well as problem of snowmobiles ride. The construction of a large number of roads has changed drainage

paths and streams that are polluted with wastewater and other waters. Nature was damaged during the planning of tourist destinations, especially when it comes to mountain vegetation.

In this context is the tourist infrastructure, which includes touristic buildings, terminals, centers for the gathering, and so on. These facilities use energy and produce waste. In Australia, the commercial sector, the hotel industry is a part of it, is responsible for emitting about 12% of greenhouse gases. The use of electrical energy is dominant, but it produces using coal combustion process that produces carbon dioxide and has a high intensity of the creation of greenhouse gases.

Location, design, and construction of buildings have a lot to do with the use of energy. Since the nineties, the construction industry in Australia has recognized the importance of construction to reduce energy consumption. The same applies to the hard waste, as well as the series of products of all accommodation facilities, under construction, and use. Therefore, it is a waste made during the construction of tourism infrastructure construction, as well as kitchen waste, glass, metal, plastic containers, packaging (cardboard, paper, plastics) and various waste as well as tissues and butts of a cigarettes. These include toxic waste, such as the packaging of chemical products for cleaning, or maintaining of gardening products.

In addition, tourist activity demonstrates effects on the environment. Analyses show that the effect can be manifested in different ways. Below the most important influences are given.

- Impacts on natural resources. For example, tourists, i.e., their vehicles may destroy vegetation and sandy shores, coral reefs, which would endanger the protected coast and fish.
- Impact on wildlife and residents. Problems can arise with destruction of habitats, vegetation clearing, and construction of camp settlements. It is shown that tourist doesn't need to do anything, except to observe. Each of its activity adversely affects the flora and fauna. Hunting animals in Australia isn't promoted as a tourist activity, although hunting do exist in this country. The government of Maldives prohibited hunting sharks. Many tourists visit the island to dive, or to enjoy watching and photographing some 20 sharks, which were a major tourist attraction. Ministry of Tourism of Australia has estimated that the earnings of a one-day trip were around 670,000 dollars per year, which is about 33,000 dollars per shark. It is shown that the price of a shark sold in fish market was \$32 [13].
- Pollution and waste. Sewage is the biggest threat to drinking water and threat to sea water along the coast. In addition, the sewage along the banks collapsing coast, pollutes the environment of the hotel and marina on the mainland. Trash and garbage prevent practicing sports and recreation on the water. Roads and drains bring oil, grease, trash, sediments, and heavy metals that are the main pollutants of coastal environment.* (* More details of the above can be seen at (www.unep.org).

From the above-mentioned we can conclude that tourist industry should be managed in order to dismiss the larger effects, and to minimize negative effects on nature and its sustainability. Australia is a country that has identified the negative impacts of mass tourism on nature, which creates conditions for the introduction of corrective actions.

16. RESUME

Previous analysis has shown increase in research of Australian tourism, and its tourism industry. This significant economic activity is heavily influenced by the use of natural attractions, which is why the preservation and promotion of eco-systems is emphasized. In this regard, the responsibility takes over Australian government, organizations, and companies that deal with tourism. These agencies and organizations are taking measures to prevent damages that may occur in the natural environment and the search for sustainable transport, protection of special natural places and improving the performance of tourism events and activities.

Government and business, touristic, transport, and other companies in Australia cooperate in the field of management in the tourism industry.

However, it is obvious that governments and companies operate in different ways, although they have agreed objectives and it is not always easy to align them. The main instrument for coordinating is the national policy from which national development strategy of arising. Strategic issues in the field of ecology and tourism management takes even the Commonwealth Government, in order to achieve greater synergy effect, which is understandable if one bears in mind that environmental problems have no boundaries.

It is shown that between tourism and nature there are iterative and cause/effect relationship. Therefore, nature with its natural resources and potentials represents a significant base for tourism, and tourism can affect the environment. Developed tourist countries are able to set aside additional funds for the preservation of ecosystems, but to destroy the natural environment, which is the case with Australia, shown in this study.

Experiences and information presented in this study may be useful for understanding the problems improving eco-systems, but also to prevent damages tourist activities can cause to environment.

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AUSTRALIA TOURISM MANAGEMENT IN MACRO LEVEL

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***Summary:** It is known fact that each national government is focused on creating a favorable business environment for business and other activities. Its impact on social or economic development is the largest, since it deals with defining of goals and creating favorable conditions to achieve the objectives. It is shown that the decisions made at the macro level are the basis for making decisions of lower rank, or in corporate travel systems, or organizations that directly or indirectly influence the creation of tourist products. Therefore, we can conclude that the state must participate in the tourism industry.*

Experiences in organizing and managing the tourism industry in Australia can be used to complement the science of management of tourism resources, but also for countries in transition that often have tourist resources, but have a modest effect. The special emphasis is on the three-level management through which the significant synergy effect is made, which directly reflected to sales that Australian tourism industry realized in today's world.

Key words: tourism management, Australia

1. THE MAIN FEATURES OF AUSTRALIA TOURISM MANAGEMENT

Although is very risky to generalize activities that individual countries perform, which is subject to numerous and various internal and external factors and influential powers, the practice has crystallized the basic activities that the governments of countries used in the management of tourism. Steady growth, i.e., development of tourism in Australia is largely conditioned by the government's ability to manage these facilities, and to [1]:

- meet the needs, desires and interests of customers,
- review the contributions of tourism to national economy
- reducing the adverse impacts of tourism on the environment,
- meeting demands of the local communities,
- establishing of the financial cost of those who have invested in the tourism industry.

The aforementioned concept takes into account the consumer, cultural, economic, environmental, financial, term, human, inherited, political, and social values. The aim is to achieve satisfactory financial effects with quality tourism services, environmental and long-term preservation of cultural diversity. The concept seeks to satisfy interests of all stakeholders while ensuring a responsible, social attitude towards the environment in which company operates. This is primarily meeting interests of: employees in the tourism industry, customers, and tourists, investors and contractors, the environment, i.e., local government, governments, national and local economies. These interests should be considered at the level of a whole, given the fact that analysis of partial components cannot be concluded on the quality of tourism services as a whole. On the other hand, if some interest groups or stakeholders are not satisfied, tourist system will have a problem, which is natural, because "the chain is so strong, how much the weakest link in it can handle." It is shown that all

stakeholders, especially government, need to think on the whole system. A crucial role in that has government and tourism management, which requires general elaboration.

2. THE ROLE AND RESPONSIBILITIES OF AUSTRALIA AND COMMONWEALTH GOVERNMENT

In early nineties, the World Tourism Organization conducted a detailed research on the involvement of government in tourism around the world, where policies and strategies were analyzed by which goals and ways to implement them have been defined. It was concluded that the government has the responsibility, to a greater or lesser extent, for [2]:

- Establishing the framework in which tourism public and private sectors operate,
- To ensure the legalization, regulations and control relating to tourism, environmental protection, and cultural heritage,
- Construction of infrastructure, land, sea, communication facilities, and air traffic
- Training and education of personnel in tourism
- Policy development of tourism with concrete plans that could include evaluation of tourism resources and assets in the country, nature, culture, and their protection, the identification of categories of competitive tourist products with equal strengths, needs and infrastructure, improvements related to the development of tourism, the elaboration of programs for financing tourism in public and private sectors.

WTO also concluded that, although there is a need for public authority to be responsible for the implementation of tourism policy, there is no one model for such an organization. According to Raphael (1993) National Tourism Administration (NTA) could be a separate department or section within a larger department or semi-governmental organization or any other form of public organ for enforcement of public interest.

The government in Australia based its actions and responsibility on the views of the World Tourism Organization. Their actions and responsibility is performing in three levels, namely: (1) at the level of the Commonwealth, (2) at the state level, and (3) at the local level. Some tasks and activities are common and are carried out at the Commonwealth level, while the others are related to members of the Commonwealth, or at the local level, where the tourist activity is performed. Normative act regulates the following matters, namely: transport, prepare of tourism and other infrastructure, prepare for the tourist business, land use, creating regulations, the tourist business, event management, providing information, encouragement of investments, environmental protection, border control, public health, passing legislation, marketing, research, training of personnel for the tourism industry, the conditions of employment, and protection of consumers. Above-mentioned says enough about how government activities are performed at the Commonwealth level, the level of individual member states and at the place where a tourist services and benefits are provided. Responsibility for specific activities is given in the following table:

Responsibility	Tasks of Commonwealth	Tasks at state level
Transport	Regulates the air and water transport To and from Australia	Regulates land and part of air transport In state
Preparation of infrastructure	Large airports, international travel destinations, marine	Financing of national traffic infrastructure
Preparation for tourism	Financing of important attractions in the scope of Australian Tourist Industry Association	Museums, galleries, congresses, exhibit halls, etc
Land using	Control of national parks, and sights of Commonwealth states	Control of royal properties, state forests, national and other reservation
Regulation of construction	-	Legalization of tourist objects
Tourist business	-	Selling travel arrangements
Events	Financial and security support (Olympic games, for example)	Managing big events in certain cases
Providing information	Literature published by Commonwealth department, online information	Brochures, Internet sites, tourist commissions, state information centers
Stimulation to invest	Guarantees for foreign investments and exemptions for investing through Invest Australia	Approvals, help, loans, tax deduction for building of tourist objects
Environment protection	Passing laws on national heritage, global warming	Passing laws on national parks, noise, harmful radiation, etc

Previous table above shows that each level has its own area of responsibility in which has the authority to act appropriately in order to successful functioning of the tourism system.

3. THE LEVEL OF COMMONWEALTH

Tourism management at the Commonwealth level is defining of common objectives and plans for their implementation. Commonwealth is working on developing of a sustainable, internationally competitive and innovative tourism industry (Ministry of Industry, Tourism and Resources www.industry.gov.au). However, states and territories are responsible for the development of tourism in their region. Commonwealth has the primary responsibility for the overseas marketing and modest role in promoting development primarily aimed at encouraging rural and regional tourism.

Important activities of the Commonwealth are preparing plans that provide national direction of tourism development. In 1992, Commonwealth made the "National Strategy for Tourism" called Tourism: Australian passport for development, and in 1998, a more practical "national action plan" called-Tourism: Ticket to the 21st century was added to above-mentioned. There were developed plans for a variety of alternative forms of tourism such as eco-tourism, indigenous tourism. In addition, it was prepared a number of publications about sustainable methods of planning and best practices.

Commonwealth through a ministry manages its tourist interests such as that specified in the Decision of the administrative mechanisms, which simply refers to "the tourist industry" as a business in which certain ministry is engaged in. This ministry is also responsible to manage the Australian Tourist Commission responsible for overseas marketing and Council for tourism forecasts to provide planning in tourism. Commonwealth participates in the ongoing funding of the Bureau of Tourism Research, together with the states and territories (Australian Commonwealth).

4. STATE LEVEL

At the state level, matters that are directly related to the performance of tourism activities and create of conditions for the provision of high quality tourist services are regulated. In 2003, the public service for the management of tourism was the Tourism department of the Ministry of Industry, tourism, and resources. The

Department has acted within the framework of objectives, i.e., key results that have been established for the Ministry as a whole. It is very important thing that the first of these objectives was to improve the competitiveness of Australian business. Other objectives of importance for the development of tourism related to the research and innovation, investments, market access, technology and knowledge, environmentally sustainable development and economic growth (Ministry of Industry, Science, and Resources 2000a).

One of the most important touristic roles of the Ministry is based on its authority to comment any proposal relating to tourism addressed to the Cabinet of Ministers. It is therefore able to inform its Minister about the attitudes that could be taken when the proposal is discussed in the cabinet. The importance of this function is reflected in the fact it affects the role of other ministers who have responsibility for issuing regulations that are important for tourism (e.g., transportation, immigration, environment).

Other roles can be associated with a business plan and to its tourism section, which contains many details, such as preparing of a national strategy to improve the operational standards within certain limits, then the realization of the national strategy of investment in national tourism or taking part in a national accreditation program.

5. THE LOCAL GOVERNMENT LEVEL

The third level deals with the locality where the tourist facilities are located and where the tourist offer is provided. Local government has a responsibility to prepare the local infrastructure, such as local roads, bridges, museums, etc. In terms of land use, local government deals with the locality of a tourist destination, offering location and other permits for the construction, organization of tourist services and engages local resources in the organization of local events.

Australia's third level of government, local government, in fact acts as regulator and service providers at the community level. The local government is autonomous in the way such as the Commonwealth and the states. Local government is the institution of legalized by state parliament/territory and remains the most important subject in the control of the state/territorial Government and the Parliament (Federal State Relations Committee 1998).

Local governments have taken upon themselves important roles in the development of tourism in Australia - as part of regional tourism organizations in their statutory role in relation to planning, licensing, and regulation of construction, the supply of tourism resources in support of tourist information, and other marketing initiatives.

They have a powerful weapon that can determine the capacity, marketing, and positioning of tourist products in their area. This weapon is:

- Provision of infrastructure. Local Councils are responsible for bridges and roads in their areas. Some of them are responsible for the airports too. They provide basic resources such as parks and gardens, car and bus parking spaces, public toilets and in some cases, swimming pools, and conference centers
- Stimulus for investments. Council increases its money through taxes on land and buildings, which may vary as stimulus if there is interest for that
- Planning land and building regulations are two very influential weapons that determine the importance of tourism in the area. Policies and strategies in decision-making and planning establish the relative priorities that will be given to tourism and has a critical impact on the tax of newly developed tourist areas. Planning mechanisms allow local councils to preserve natural and historical resources, which support tourism.

Local authorities maintain excellent local galleries and museums across the country. Tasmania gives two examples: the Queen Victoria Museum in Launceston managed by the city council, while the local council from Davenport managed Gallery and Art center that is located in a renovated church.

Council supports local economic development by encouraging local events. There are a number of different events throughout the country. During one month in Victoria were 135 significant events outside Melbourne, including various types of carnivals, festivals, fairs, and a numbers of art-show, a photographic exhibition, several popular music concerts, horse racing, golf tournaments, tennis tournaments, regattas, polo matches, two car rallies, bicycle rally, flying kites, two rodeos, fish and wine festival, balloon festival, tractor pulling, etc. (Richardson & Richardson 1998)

6. CHARACTERISTICS OF TOURISM MANAGEMENT IN AUSTRALIA AT MACRO LEVEL

By precise analysis of the tasks and responsibilities of cited levels can be concluded that the management of tourism in Australia is established on the principles of concentration, and business development of decentralization. Therefore, strategic goals, especially when it comes to growth and development of tourism deals Commonwealth, individual members of the Commonwealth deals with national goals, while local government deals with tactical deal and tourist sites and tourist organizations providing tourism services.

According to that, land use and environmental protection is a common question that is regulated uniformly for all members, while for example the regulation of infrastructure development and organization of the tourist business is in the jurisdiction of each member. With precise analysis we conclude that in Australia was established a decentralized system, which has reached an agreement on forming a federation in 1901. In some countries, all the tourist function performs one administration, or a Ministry. It is responsible for policy, strategy, marketing, construction, etc.

Practice shows that this travel system designed in Australia gives good results. Regional autonomy, created by mechanisms for decentralization, allows the government to meet the needs of citizens (Federal-State Relations Committee 1998). Spurr (1993) points out that the government performs its role better if the role is thoroughly defined and if the powers and responsibilities for conducting lowered to a lower level of the tourist system. Local social problems or environmental issues have no place in the national government, because the national government should deal with creating of favorable conditions and business opportunities in which the travel management risks and threats from the region turn into opportunities and chances.

Decentralized model of organization is now acceptable way for the service sector in which tourism occupies an important place. Centralized systems in the service sector, especially in tourism, have shown their effectiveness. For example, in Australia decentralized organization has created conditions for

- Good communication between all stakeholders in the provision of tourism services,
- Faster and better decisions based on information and research from the field,
- Creating better strategies for achieving goals defined by tourism policy

Communication is sometimes formal. Commonwealth, state and New Zealand ministers responsible for tourism meet at least once a year in the TMC (Tourism Ministers Council) to achieve cooperation among governments and harmonized approach to tourism development policy. Representatives of the Australian Tourist Commission, Norfolk, and Papua New Guinea attend as observers.

Senior officials meet twice a year as members of the ASCOT-a (Australian Standing Committee on Tourism). Representatives attend meetings of the members of the Ministry of Tourism, Australian Tourist Commission, and Bureau of Tourism Research. The goal of the ASCOT is to improve cooperation and harmonize policies that affect tourism.

Tourist Organization of Commonwealth and other countries are meeting almost every day in order to determine the rules of doing business in rural and regional tourism as well as to put together a marketing program.

Spurr's second request "information and research to support decentralized decision-making"

is still a problem to be solved. Decentralization is a good idea because national and local resources are used far more effectively than if they are all waiting for state agencies. State government is now relying on the National Visitor Survey aki Foster (2000) and Alkok (1999) point out that the collection of reliable data is still a problem at the regional level, despite recent improvements, thanks to the introduction of information technology and techniques.

The third requirement is a general strategy or direction of all activities of Ministers and officials at all levels. Strategic planning has improved considerably in modern terms, although it shows that it lost the role it once had, because of turbulence and uncertainties that are present in contemporary tourism. Most planning is done at the macro or national level, because states have the most responsibility for the development of tourism, while respecting the specificity of the tourism marketing [3].

On the other hand, most of the international marketing planning is done in the agency of the Commonwealth, the Australian Tourist Commission (ATC). The process of strategic planning in international tourism marketing is carried out in following way: global guidelines are defined on a global level of the Commonwealth, and then they are submitted to the national tourist organizations to concrete them in accordance with their capacities.

7. RESUME

Australia has a decentralized system of state government with three levels. All three levels are connected with tourism and include a number of responsibilities. One of those responsibilities is to provide a legislative framework within travel and tourism is to be achieved.

Some legal provisions, arising from common law and legislation adopted by the parliaments of the Commonwealth, states and territories, refer specifically to some sectors of the travel and tourism industry. These include inter alia, licensing of travel agencies and regulations concerning airline company guarantees, liabilities of caterers, food standards, licensing of alcoholic beverages, and insurance and consumer protection from immoral or malicious and unfair business practices.

In the specific terms of tourism, Commonwealth Government has the primary responsibility for overseas marketing and modest role in promoting development primarily aimed at stimulating rural and regional tourism. It prepares plans that provide national direction to tourism development and publishes publications on sustainable planning and best practices.

State and local authorities have specialist committees for tourism to promote tourism development. They have their own normative acts and bodies that are composed, entirely or predominantly, by the representatives of the tourism industry. They also have highly developed marketing department that has extensive funds. The governments of states and representatives of local government have invested hundreds of millions of dollars in convention and exhibition centers. They maintain close relationships with regional tourism organizations and manage natural attractions, historic sites, and wildlife parks in Australia. They have established organizations that attract events, and sometimes guided by them.

Local government authorities take more and more important role in tourism development in Australia. This applies both to the regional tourism organizations and their statutes, as well as to their powers defining the planning, development, and licensing regulations, and then the supply with appropriate resources and informational support.

Experience in managing tourism in Australia may be of use to other countries, including Serbia, which has strong tourism potential, especially when it comes to health, mountain, or alternative forms of tourism such as rural, religious, river, etc.

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ECONOMIC FREEDOM - NOTION AND HOW TO MEASURE

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Summary: Fifteen years ago, on Dr. Edvin Felner's idea, the president of 'The Heritage' Fondation, an index of economic freedom has been created and it was started with measuring this hardly measurable category. While counting this index, following parameters are in use: freedom of trade, freedom of business, fiscal freedom, monetary freedom, government size, monetary freedom, freedom of investment, financial freedom, ownership rights, freedom of corruption, working freedom. According to last measurements, Serbia is classified on 109-th place in 'mainly free countries' what is only one degree above the countries under economic repression. „Although the fiscal freedom indicators and movement of labour force are above the world average, Serbia must fight the lack of monetary and investment freedoms, big Government and lack of freedom from corruption“, Miler mentioned.

Key words: economic freedoms, freedom of business, freedom of trade, fiscal freedom, monetary freedom, government size, monetary freedom, freedom of investment, financial freedom, ownership rights, freedom of corruption, working freedom

1. INTRODUCTION

So many things are written for freedom in the history. Often also sang about it, and up to date it remained as greatest human desire.

Other thinks that being happy means being free. For Isidora Sekulić freedom is independence. The creator of modern management Peter Drucker believes that freedom of entrepreneurship cannot be justified if it is good for business. It is justified only if it is good for the society.

Whatever thinking, it remains that freedom is right of choice and that is why it is so hard to bear it. Being free means being aware that there is no freedom, and that it should take in account every act, every word that can limit other's freedom. Right of choice and right of decision are rights followed by consequences. May be positive or negative, for some positive, for some negative. Very often last long period and then new consequences follow-up. It is reason that freedom needs attention, non-freedom.

All mentioned above reflects too on economic freedoms.

2. ECONOMIC FREEDOMS

And how to evaluate is the country or individual more free than the other, how to measure the freedom? Dr Edwin Feulner, president of 'The Heritage' Foundation was working on this issue, in year 1995 he created index of economic freedom and started measuring this hardly measurable category. He recognized economic freedoms as positive concept. He took in account positive economic rights as a process for defending society and individual from the others destructive tendencies.

Economic freedom means material autonomy of an individual versus the state or organized group. Individuals are free, in economic sense, if they can completely control own work and property. Economic freedom is connected to the political one.

Comprehensive definition of economic freedom index includes all freedoms and production rights, distribution or spending stocks and services. The highest degree of economic freedom means right for ownership and freedom of labour movement, capital and stocks.

Index of economic freedom presents statistical indicator behind which human prosperity stands, and human achievement, which lives have significantly changed. Unfortunately, a lot of destruction disturbs the economic freedom and affects the index value, which is measuring it. Indexes of economic freedom are different by countries.

Economic freedoms have 10 specific components. Measuring these components are done with class distribution, scales from 0 – 100, where 100 presents maximal freedom. It comes out that the index of economic freedom is based on average value of 10 components. Also, disadvantages of the average values become disadvantages of the mentioned index. Virtues too.

Ten components of economic freedom are:

- **FREEDOM OF BUSINESS** - basis of this freedom is the right of individual to create, work and close the company without state's influence. Country with more freedom is considered the one with regulations, not changing very frequent and procedures, not lasting for long time.
- **FREEDOM OF TRADE** – this component refers to one country economy openness to import/export goods and services worldwide without great limitations. Degree of disturbance of free trade flow affects the individual's ability in search for own economic goals.
- **FISCAL FREEDOM** – means right of business, keeping and control of income made and wealths. Big tax rates disturb the individual to achieve desired goals on the market and demotivate them before investing.
- **SIZE OF GOVERNMENT** – excessive costs of Government significantly limit the economic freedom in one country. Sometime is necessary Government to correct the market with own decisions, but it must be really justified, not to come to undesired consequences.
- **MONETARY FREEDOM** – reflects on course stability and market orientation of prices. They say for monetary freedom that is the same as freedom of speech in democratic society. With the monetary policy that maintains the course stability, people feel safer, invest without fears, and corruption of market leads to deficit or to surplus of products is rare.
- **INVESTMENT FREEDOM** – in free surrounding capital is moving where needed and the income is growing more. Redirecting capital flows by state decisions leads to investors freedom decrease.
- **FINANCIAL FREEDOM** – basically all the countries in some way supervise banks and other actors of financial services. Excessive banking and financial regulations from the state's side limits competitiveness, disturbs the efficiency and increase costs of financial activities.
- **OWNERSHIP RIGHTS** – secured ownership rights contribute to citizens trust. They are motivating them to invest in businesses with which they want to work with and keep their property safe. Protection of private ownership requests a legal system with no discrimination and reacts fast.
- **FREEDOM OF CORRUPTION**- corruption is defined as immorality, contributing to the society deprival. Government regulations, high trade barriers, bans on one side, if all aspects of processing can initiate creating informal market on the other side.
- **WORKING FREEDOM** – possibility people to work as much as they want and where they want, is the economic freedom's key component. Government regulations which regulate labour are very miscellaneous. They are intended to the control of earning, employment regulations and dismissals, as well as the regulations concerning the health protection and insurance. In many countries, syndicates have important role in these issues. Sometimes they disturb the labour market efficient functioning because of their goals. Higher the degree of working freedom, less the employment is in the country.

Average value of economic freedoms mentioned components present the index of economic freedom of one country. Based on the results, the country can be:

- 80 – 100 free
- 70 – 79.9 mainly free
- 60 – 69.9 moderately free
- 50 – 59.9 mainly not free
- 0 – 49.9 not free

In the latest global economic freedoms research, made and published by 'The Heritage' Foundation and Wall Street Journal, it is mentioned that all Balkan countries, except Bulgaria, are more economic free than they were in the previous year. Economically most free country on the Balkan is Albania. Research was done in 183 countries. Although Montenegro has done greatest progress in 2009, is far behind Albania.

Serbia, according the index of economic freedom is ranked on 109-th place.

Terry Miller, US Ambassador and index of economic freedoms manager says that this position puts Serbia in 'mainly free countries', what is only one level above the countries which are under economic repression. Serbia is worse than Macedonia, on 78-th place, and Montenegro, on 94-th place. Worse evaluations are for Croatia and Bosnia and Herzegovina.

„Although the indicators for fiscal freedom and movement of labour force are above world average, Serbia must fight the lack of monetary and investment freedoms, big Government and lack of freedom from corruption“, mentioned Miller.

„According the fiscal freedom indicator, what means tax height on individual and business profit, Serbia is really competitive. Comparing the world average, which is 74.9 points, Serbia has 85.9 points. Excellent results are shown even in the movement of labor force. It means that in Serbia is easy to employ and lay-off labor force, but also that the labor force can freely look for a job in Serbia“, Terry Miller says.

In Serbia it is still very hard to open and close some company. Besides, the inflation is very high comparing to European average. It makes low level of business freedom and monetary freedoms. Especially size of Government is worrying. According to the index of economy freedoms author estimations, Government costs are 42.3% of bruto social product.

According to Terry Miller, investment freedoms are very low, what means that investors have no big trust in safety of capital, bringing it in Serbia. Big unsolved problem is also the ownership right, and the worst results Serbia has in the field of freedom of corruption. Only 34 of 100 possible. It shows that administrative system is way too robust and there is a lack of purposefull law legislation.

It is important to know that while counting the index of economic freedom, effects of global crisis are not taken in account. It is also important to know that data collected for counting index excludes the events from July 2008, up until now. It explains for slow collection of data and counting indicators comparing the life which is sometimes in a big hurry.

In the unbudgeted period many things have changed. In many western countries international politics came on the stage, so in those countries the economic freedoms, explained previously, are significantly in smaller number. In order to maintain the banking sector and economy, governments are choosing interventional measures. Results of their acting will be known in the forthcoming times. Historically speaking, state interventions in the field of economy frequently produce negative consequences.

The crisis have brought so many changes. Forcing the governments and citizens to act differently that in the period without crisis. Many people left out of job. In that conditions, working freedom doesn't mean a lot. If there is no job, or if someone has lost it without his will, working freedom means nothing special. But unemployment is only one of crisis flows. Lack of money for comfort life is second, losing house because of banking depths third....Because of all this, the index of economic freedom is not unquestionable. Its value, as the other similar indicators is in equality to criterias for counting everything, in the possibility of comparing.

Some of the questions that might be posed in aspect of this index are:

Does business freedom refers to all the types of businesses? If not, is forbidding of some activities considered as a ban, and is banning something a green light for forbidding something else?

Is freedom of trade meaning freedom to all products and services? Are bans considered as non-freedoms in this area, whatever referring to?

Taxes are necessities, and also obligation of paying taxes is duty which failure is strictly punishable. Where is now freedom?

Is it really state companies role decreasing, i.e. development of privatization solves problems and contributing to freedom, if we are witnesses of majority of wrong processed companies privatizations. Privatization has, economic analysts state, returned trust in banking sector. Is the contribution to economic freedom a loss of that freedom because of risky credits?

Many issues are opened. Working conditions in the country in depths, poor and not-free are hard to be comparable to the conditions in rich, country without depths, dictating conditions. In American report about economic freedoms from 20.01.2010 it is stated that in economic free society individuals are free to work, produce, consume and invest in the way they want to. Nicely said. With addition – if they have what to do, they produce and consume.

3. CONCLUSION

The data that show index of economic freedom help countries to implement the economic changes by regulatives of the wealthy ones.

If we skip political influence of great economy powers on smaller countries or political games of forces active in reforms implementation in the rest of the world, theoretically speaking towards the index of economic freedom, poor countries should work on corruption from freedom and provide ownership freedom. Rich countries, which in some way are dictating conditions of index for economic freedom, should devote their attention on size of government and tax rates. All countries should provide open competition and labor freedom, pledge for stabile currency, low inflation and hold market open for international exchange and investments, in order to increase productivity and successful innovations.

All that if.....

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INTELLECTUAL PROPERTY AS A CONTEMPORARY RESOURCE IN THE IMPLEMENTATION OF NEW TECHNOLOGY IN MANAGEMENT

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***Summary:** The application of new technologies in management will be increasingly based on scientific technologies, further development of information technology and the speed of information transfer, newly acquired knowledge influenced by globalisation and a new quality based on intellectual property as a contemporary resource in the achievement of economic development and application of new technologies in management.*

It is a widely known fact that all products of human intellect, i.e. intellectual products, gain their value by multiplication, utilisation and presentation to other people, and, consequently, they can not be protected by hiding, closing or other physical methods of protection.

For their protection, man has developed a system of legal protection, known as the system of intellectual property, by which, using institutions and legal system the right of owners to dispose, utilise and reap the benefits of protected intangible goods are safeguarded.

Thus, the system of intellectual property becomes a powerful tool and resource in modern application of new technologies in management, as well as in the transformation of creativity into capital and reputation, since their owners are allowed to legally own their intellectual property with an exclusive right to dispose of it and to utilise it.

It is widely known that there are innovators in every company and that we only need to give them greater importance and channel their creative work - their inventions – into the application of new technologies in the management in order to ensure better conditions for business operations.

Key words: *intellectual property, management, technology, economy, knowledge, market, economic development, globalisation, education, organisation.*

1. APPLICATION OF INTELLECTUAL PROPERTY IN THE ACHIEVEMENT OF ECONOMIC DEVELOPMENT

As a result of development that occurred over the past hundred years at the international and national level in the countries with economies traditional based on proprietary and market principles, we are witnesses today an effective work of the well-established and well-developed system of intellectual property.

In essence, one of the results of realisation of the phrase "knowledge-based economy" is the creation of many diverse designs and achievements based on knowledge, whose ultimate goal is global competitiveness of products and services as the basis and precondition for a balanced trade in commodities, increased employment and development of economy as the whole, in accordance with the need for an effective response to the challenges of economic environment.

The achievement of the above-mentioned objectives in contemporary conditions requires, inter alia, a mandatory and regular activity that protects entire creativity and the results achieved on the basis of knowledge by adequate legal framework that protects intellectual property. This prevents not only a waste of

resources invested into the achievement of results of intellectual activities, but excludes the possibility that these results are used in an uncontrolled and unauthorised manner. On the other hand, it allows businesses, both in the form of legal entities and natural persons, who have created them, to gain capital.

Long is the number of indicators that provide testimony of the effective use of national systems of intellectual property in the function of economic development in the countries with economies based on traditional proprietary and market principles, as a result of historical conditions and created prerequisites.

Development of intellectual and especially of industrial property in the world, as well as positive experiences gained in the practical use of its effects, has resulted in the status of intellectual property as an unquestionable and irreplaceable resource, and as modern means to achieve global competitiveness and success - not only at global and regional level, but also in domestic terms - in the economic systems of industrialised countries¹.

Thanks to historical development and practical experiences in the countries that represent the competitive environment for the economy of Bosnia and Herzegovina, both within the EU and globally, at all levels of national structure, ranging from the highest instances of executive and even legislative authorities, through managerial structures in scientific, research, development, higher education, and overall corporate sectors, down to the individuals employed in these sectors, there is not only a technical awareness, but an established and unquestionably operational awareness that there is no dilemma regarding the need to utilise intellectual property in the function of economic development.

Moreover, as a result of historical development the countries that traditionally belong to the leading group of industrialised countries of the world have achieved the adequate synthesis of their research and development sectors, and overall innovation process with a system of intellectual property. At the same time, they have incorporated intellectual property rights in all the segments of society and all the activities relevant for the achievement of global competitiveness of technical solutions and products based on the results of their own scientific and research work, as well as development and related processes.

The current situation in Bosnia and Herzegovina with respect to the use of intellectual property in the function of economic development provides a good basis for the convergence of practices that are present in the competitive economic environment, such as the one in the EU and at the global scene. These are, at the same time, the countries whose economy is historically based on proprietary and market principles and the countries that already have a fully established and effective functioning of the system of utilisation of intellectual property in the function of development².

2. INTELLECTUAL PROPERTY IN THE FUNCTION OF APPLICATION OF NEW TECHNOLOGIES IN MANAGEMENT AND IN ECONOMIC DEVELOPMENT OF BOSNIA AND HERZEGOVINA

In the future, the focus will be on new technologies, management, operation, flexibility, customer, activating of entrepreneurship, robotisation, small and medium enterprises, and especially on successful functioning of the new system of intellectual property. The place of work and the place of residence will be separate and the world will increasingly become a global village. There will be other changes in organisational structure, the elimination of middle level of management; factories will look like universities - the places of life-long learning. The increasing importance will be given to ethical and political management, flexible organisation, and to changes in the global economy.

Possible trends of future development will largely be determined by the information technology. Management will be influenced to great extent by employees, while managers will increasingly participate in decision-making processes. Thus, there will be greater engagement of individuals and teams in the creative work and inventions in the field of intellectual creativity³.

The current organisational structure of companies is not adequate and does not comply with the policy of development of technique and technology. Future companies will have to be related to the innovative and project-based organisation and other contemporary organisational structures supported by new technologies, whereby greater importance will be given to intellectual property and its protection as one of preconditions for successful economic development.

¹ Strategija razvoja Instituta za intelektualno vlasništvo Bosne i Hercegovine(2008-2015), Institut za intelektualno vlasništvo Bosne i Hercegovine, Mostar, 2008. st. 12.

² Strategija razvoja Instituta za intelektualno vlasništvo Bosne i Hercegovine(2008-2015), Institut za intelektualno vlasništvo Bosne i Hercegovine, Mostar, 2008. st. 13.

³ Zećir Hadžiahmetović, Dženan Kulović, Slaven Jurešić. Menadžment putokaz za menadžere,Štamparija "Fojnica", Travnik, 2007. st. 135.

For Bosnia and Herzegovina to reach the state of effective use of intellectual property in the function of application of new technologies and economic development shaped on the model of the countries with economies that are historically based on proprietary and market principles, it is necessary to establish an appropriate national system of intellectual property, and to achieve its effective functioning and development. For this to be achieved, it is necessary to create and implement a series of conditions and undertake very specific activities that would first help in overcoming some adverse historically caused circumstances in view of intellectual property rights and create conditions for change in the management of new technologies that will result in a quality economic development of Bosnia and Herzegovina.

This strategy sets out prerequisites for the establishment, development and effective operation of this new system of intellectual property of Bosnia and Herzegovina, whose utilisation will be in the function of new technologies and economic development.

3. THE ROLE OF MARKETS AND NEW TECHNOLOGIES IN RELATION TO THE INTELLECTUAL PROPERTY RIGHTS

Market is an economic mechanism (mediator) of the free exchange of equivalents of different types (goods, services, money). Participants in the market exchange are the owners of those equivalents. Property is legally regulated so that every exchange of goods (value) has the character of contract regulating direct exchange of goods between their owners. The subject of such market relations may be only the owner of the value that is subject to exchange (buying, selling, barter). Owner is a person (physical and/or legal entity), who is the bearer of the good or of legally owned property (product or service) that is subject of exchange. Owner, in this regard, can only be a person who has legal or business competency⁴.

For the sake of legal clarity, it should be emphasised that public or commonly owned goods, whose owner is anonymous, cannot be subject to exchange: (1) because there is no subject that will stand on either of the two sides of the trade operation (offer-demand), and (2) public or commonly owned goods do not have any economic value, i.e. they are not created as the result of human labour. In the spirit of this paper, only the property relations provides the status of economic asset to a commodity, the status that enables it to be part of the process of exchange through market mediation. Given that intellectual assets (goods) are elements of business activities, it is necessary to secure them legally, i.e. to protect their authors-owners with a clear confirmation that an intellectual (product) belongs to the person who has created (produced) it. Thus, author is entitled to enjoy the benefit of his/her own intellectual work.

Creativity is often conditioned by years of learning, which, on the other hand, is conditioned by financial investment and the time spent on it; therefore, ownership of intellectual assets is an opportunity to gain revenue from one of the invested costs so that it can be returned to the owner.

This analysis confirms that the right of intellectual property or, rather, is actually an economic relationship in which the change of ownership occurs in the market, i.e. in the conditions of free competition. Through market mediation, only materialised effects can be exchanged, not the product of one's intellect. Spiritual, intangible goods, such as ideas, insights, visions, represent a certain value, yet not in the form that possesses required value. Therefore, in order for an intellectual property to acquire the quality necessary for economic exchange, it must be transformed into a tangible good, which has the character of commodity that is tailored to meet specific needs. This means that an intellectual asset must be embodied in order to become a commodity, a commodity that does not meet the manufacturer needs, but the needs of others, which occurs only in the relations of exchange of ownership. In the same context, by exchanging materialised intellectual products (commodities) the value effect is realised as the result of materialisation of intellect.

Relationships that occur on the basis of intellectual property rights ensure the status in which only legal owner is entitled to offer in the market his/her protected intellectual product in a materialised form. This is the legal and factual *modus vivendi*: only the owner has the financial benefit (revenue, profit), resulting from the business utilisation of his/her intellectual good. In this way, *de jure* and *de facto* protection is achieved from usurpers and unfair competition. Thus, the right to intellectual property restricts the competition in the open market that is not a monopoly, but a protective measure against the abuse of another person's property aimed at making profit without investing one's work.

Thanks to the legal definition of intellectual property the conditions have been created, at least legal conditions, for owner to be the one to whom the economic evaluation of intellectual products belongs. The fact that intellect can be validated only through the mediation of market creates the illusion of monopoly in the field of production and trade of goods *sui generis*. It is a monopoly *de jure*, although most often *de facto* owner of the right to intellectual property is not able to directly use its protected product, given the fact that

⁴ Prof.dr Jozo Sović, Poslovno upravljanje, Pravni fakultet u Kiseljaku, Des Sarajevo, Sarajevo, 2008., str.77.

he/she does not have a registered activity and that, consequently, he/she is not a business entity. This void is filled by contracts, or transfers of the right of protected intellectual good to agents or mediators under agreed fees for the transferred or licensed rights (legal use). The contractual party evaluates his/her transferred intellectual good in a business process, transforming it into a materialised form and thus, what was once a right becomes a commodity.

In conclusion, we can say that the freedom of economic enterprise, the freedom of competition as well as characteristic features of market economy are the necessary framework for the emergence and existence of intellectual property rights.

4. CONCLUSION

Development of intellectual and especially of industrial property in the world, as well as positive experiences gained in the practical use of its effects, has resulted in the status of intellectual property as an unquestionable and irreplaceable resource, and as modern means to achieve global competitiveness and success - not only at global and regional level, but also in domestic terms - in the economic systems of industrialised countries.

Shift to a new form of property ownership in Bosnia and Herzegovina, which is based on its supreme legal act, namely the Constitution, as well as on some pieces of *lex specialis*, or individual legal acts adopted in the area that regulates that the capital in Bosnia and Herzegovina is the private-equity capital, and, consequently, the regulation of this area has taken a completely different shape than it was earlier the case. The existing legal processes in this area indicate a clear commitment to the acceptance of the European and world standards, on the basis of which Bosnia and Herzegovina has become a member of relevant European and international associations in the area of registration, utilisation and protection of intellectual property rights.

A well-established and well-developed new system of intellectual property and its effective enforcement are the prerequisite for the process of European integration and for the accession of Bosnia and Herzegovina to the World Trade Organisation (WTO)

The adoption of new legislation in the field of intellectual property and the Strategy of Development of the Institute for Intellectual Property of BiH has assigned new responsibilities to this body to initiate, coordinate and make necessary contribution to the establishment, development and operation of a new system of intellectual property in Bosnia and Herzegovina, as a prerequisite not only for the achievement of satisfactory economic development, but also for the European integration process and accession to the WTO.

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QUALITY DEVELOPMENT IN EDUCATION FOR MANAGEMENT

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***Summary:** Quality has always been a goal of educational activities and thinking. On the other hand, the current discussion Controlling in Education, Total Quality Management (TQM), quality certification (ISO 9000), points to the deficits and a new stage in the process of education in general, and education for management in particular. Quality assurance is a challenge for industrial companies and competent services, for hospitals and universities, sports associations and the theatre. The quality has been discussed among businessmen and sociologists, marketing experts and psychologists, entrepreneurs and educators.*

Key words: quality, education for management

1. QUALITY IN EDUCATION FOR MANAGEMENT

Debates about quality assurance in the education process are passé. Determined supporters and tough opponents sit in the same boat now. It is no longer a question "if", but "how", concerning an adequate quality tests. Accordingly, there is a strong agreement in the following points:

- Education must constantly examine its quality; legitimate pedagogical intentions still do not guarantee a "good quality".
- Economic opinion and pedagogical opinion do not exclude one another. However, different criteria are certainly relevant for the efficiency and effectiveness of educational institutions than for the fitness centre.
- The quality of teaching and education is not measurable; however, indicators and framework conditions can be measured - such as educational technology equipment.
- The educational offers must be evaluated on the basis of cost-benefit criteria; however, "cheap" offers are rarely worth the price.
- Every educational situation is unique and exclusive; however, it is possible to have an agreement on certain standards (group size, curriculum, plan of lectures / courses / seminars).
- Pedagogical orientation to the participants is more than orientation to customers; however, educational institutions must be friendly to customers as well.
- Competence of educational workers, personal attitudes and charisma are hardly measurable; however, the professionalism can be measured as well.
- "Gentlemen" who are standing "aside" (external evaluators) are not able to understand an institution better than employees, but they observe in a different way and therefore they may indicate the blind spots.
- The "control of education" must be efficient and effective; the costs must be appropriate and such that it can be justified.
- Educational institutions are unable to compete without constant innovations, but not every change means the improvement.

Many standards of offers and teaching have been derived from the concepts of pedagogical professionalism and business ethics. Ethically justified standards are also the following: to really understand the attitudes of participants, to be open as a lecturer for different interpretation or criticism, to be thoroughly prepared. Accordingly, in the eighties of the past century an American Association for Adult Education proposed the ethical code with principles oriented towards participants, oriented towards holders and oriented towards education for the vocation:

- *Orientation towards the participants: "Participants have a right to critical evaluation of courses, course contents, assistant professors and the course mentors. They have a right to demand that organizers must take note of their evaluation. "*
- *Orientation towards the holders: "Courses offered by other organizers, toward which there is a relationship of competition, may not be presented as bad or unfair. Advertising of curricula and announcements of courses must be fair, objective and accountable to the rules of a good taste.*
- *Orientation towards education for the vocation: "The participants, who could better learn in other courses or with other holders, should be drawn attention to it. Assistant professors and the course mentors present their educational philosophy openly. The Assistant Professors and the course mentors put continuous efforts for their own advancement. " (Siebert, 2000).*

Currently in Europe, the "Quality Management System - ISO **- norm. DIN EN ISO 9000ff has been discussed and used the most. It evaluates service activities of any kind, and it does not measure the quality of products or results, but methods of treatment (for example, taking into account the wishes of clients).

If the Constructivism thesis is correct, prescribing that the subjective processes of education are going on in the auto-poetic way, and that they must be organized only conditionally, then *the framework conditions for providing the (self)education and (self)edification* must be primarily measured and evaluated. Such a quality assurance should be taken seriously from pedagogical point of view. The following things belong to the Controlling in Education:

The quality of institutions: Besides many recognized quality standards, from the pedagogical point of view, it should be asked if there is any educational institution structured as a "learning organization", i.e. what kind of communication, cooperation, and information flows have been internally facilitated or impeded, whether and how to support innovation, how to make democratic decisions and treated the criticism, whether and how social changes and scientific discoveries are being accepted and aware of ... Namely, occasionally there is an impression that the institutions which organize the offers of learning are "resistant to learning" themselves. Many things point to the fact that (public) educational institutions are conservative by their structure. It means that they show a great consistency. On the basis of critical self-evaluation, the change in the structure is very rare. Thus, many educational institutions insist on their institutional autonomy even in the case when the fusion with similar institutions is necessary for a long time. Again, there are institutions where one can notice a tendency to unlimited development. Restriction of the task (due to recognition that other institutions have already operated successfully) is rarer than the expansion of educational offers and tendencies to be responsible for all.

Development of staff/employees: For the companies structured according to the market economy, development of staff has a great importance. Public educational institutions (including universities) defend themselves (justified in the most cases) from the closure of jobs and financial restrictions, ignoring something what is called "Skill-Management" in the jargon of the quality. It implies, among other things, a long-term planning for qualification of the existing staff:

- Pedagogical qualification of employees in the administration (who often have more 'contacts with clients' than pedagogical executives/heads) and planning "mixed jobs".
- Pedagogical and psychological qualification of managers in expert fields/courses and the institute heads who have been employed for a long time,
- Additional qualification of the team members for evaluation and quality management,
- Advanced training of technical staff and janitors in the 'environmental balancing',
- Educational-theoretical-didactic issues as a compulsory item on the agenda at all meetings of employees,
- Socratic discussions of pedagogical staff on the issue of "how much is our institution really important?"

Figure 1 presents the scheme of the *Business Development Circle*, which shows the stages of business development / education standards included by ISO standard 9000ff:

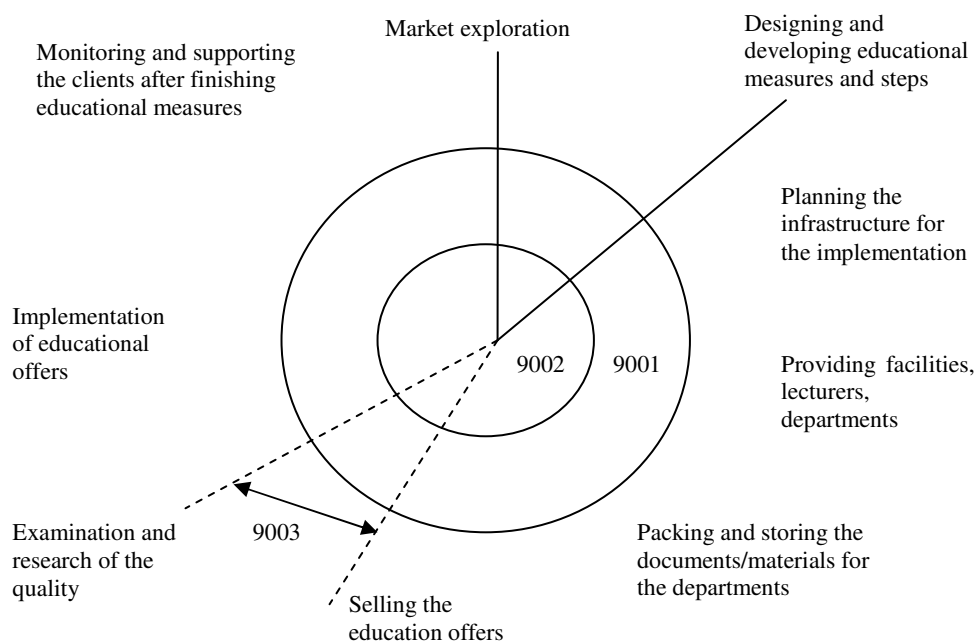


Image 1: *Education Quality Circle according to ISO 9000– standards*

Quality "Support-structures": It assumes the "service" of an institution, which means advertising and information, formalities concerning the enrolment of clients, primarily for counselling concerning their education. All more important things become responsible, "the customer-oriented" counselling about a number of issues that interest them, for example, about in/security of the business perspectives, obscure diplomas, graduation, confusing varieties of offers for further training / education ... The responsibility of the councillor is also to discourage someone from participation in education in his/her own institution and to recommend an offer of some other institution. Besides such consultations on individual plans for further education, it is desirable to have counselling on learning in relation to the seminar attendance.

The Program Quality: Here only one aspect should be additionally emphasized, and it is a macro-dynamic innovation. The largest number of the quality guarantee check-lists highly respects "college mediocrity", educational offers, at the same time losing the efforts to do something new, unusual, experimental and "the courage to risk". The certification risk also includes leveling and standardization of educational work. A little overstressed formulated: the teaching facilities are equipped with audio-visual equipment, since such equipment is controlled; however, the fact that many learning processes, which are more successful "outdoors", fall into oblivion, since there are no extra-points for that item.

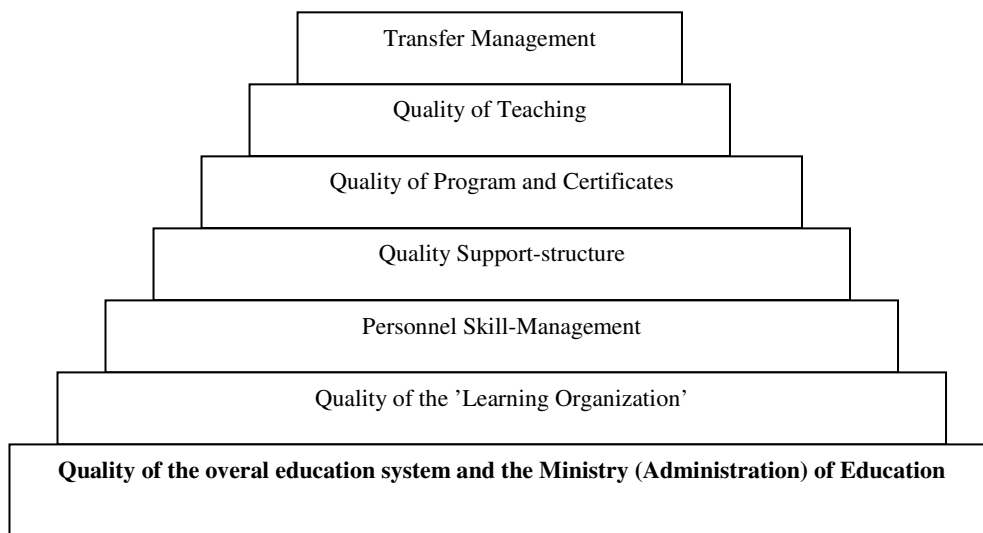
Quality of Education Processes (seminars, lectures, courses, workshops, etc.): There have been pointed out two quality features:

- 1) Are participants animated and trained to critically evaluate the quality of their teaching and their own efforts about learning? Is there a targeted introduction to the 'self-directed learning'?
- 2) What incentives have been included in a lecture, which are related to the reflexive education processes, i.e. securing of meaningful, responsible model interpretations and goals of action for the participants?

Quality control of "products" and "transfer" in education refers to the "skills", i.e. to the instrumental skills and abilities. The rates of successful examinations can be determined at the final years of studies, and possibly a number of those who will continue further education (such is the situation after the carried out seminars).

How sustainable are the results of education of the participants, how long-term is the effectiveness of education, how much the learning process is manifested on practical action, or on the "overcoming of life" can be hardly reliably measured. "Utility" of efforts related to education resists an economic calculation. The reason for the difficulties concerning evaluation of the products in education is that, in the best case, it is possible to have "guaranteed" the quality of teaching, but not the quality of learning.

Evaluation levels and quality guarantees:



Of course, there are many other concepts, instruments, modeling efforts, reports from the certification experiences. As much the projects are more various, that much the 'royal path' of the quality management is less recognizable. Some concepts or an advisory team, which prove themselves in the situation A, may not be successful in the situation B. Many expectations end up with total disappointment. For example, when it is expected to have a comprehensive reform of the institutes, the only tangible result is the communication training of pedagogical staff.

In many projects, people agree that the *path* was the goal. No matter how the concept was formulated – everybody automatically think about quality standards, about strong and weak sides of the educational work. The projects for the quality development are almost always also the projects for the organization development. Even in the case when the project is less successful – anyway many things in the organization are not the same. Many things which were implied earlier now become problematic (Andevski, 2007).

It is obvious that the phase of reflexive quality management has been achieved. The quality development projects often include the unintended consequences and side effects, which need not always be stimulus for the quality. Anyone who wants to discover strong and weak sides of an institution must calculate in advance that there are "winners" and "losers" thereby.

Reports on evaluation projects contain 'predictions which are fulfilled by themselves'. It has been almost always confirmed that the theoretical assumptions, concepts and instruments are „the right ones'. In general, the quality management has become a self-reference system. None of those who are involved suggests that the overall project of the quality management should end and that all certificate associations get abolished. The entire system of quality reminds on a visit to a dentist: one who went to fix his teeth once, must plan future visits for sure.

Persons responsible for the quality development are competent - not gentlemen, reference signatories, foreign observers. However, authorities can only do what they can do. The organization which is oriented towards quality in its development must use existing potentials of motivation and competencies. Procedures for the quality assurance without participation of all those who are concerned, mainly promise poor successfulness. The following is still true: Self-evaluation without external monitoring of the system determination means confirmation of routine.

Lately, mutual collegial models of evaluation have been tried. Some educational institutions have agreed to implement a continuous mutual evaluation, counseling and quality development. This collegial process should be supported and moderated by external observers (critical friends "). Concrete measures for the quality improvement would be agreed upon and evaluated in order to revise the innovations.

2. CONCLUSION

Many quality standards of the educational work are acceptable: transparency and accessibility, correct information and non- bureaucratic reporting, reliability of staff and program updates, professional competences of teachers, friendly communication, etc. Finally, the issue of the quality of the educational process leads to the question of understanding of education. What does characterize education – as opposed to socialization, therapy, entertainment, and schooling? It cannot be denied that the client must be satisfied, but is already that satisfaction a guarantee of the success in education?

Progress in learning can be measured, with limitations. However, are the learning results at the same time results of education? Thus thinking about the quality faces us again with the basic question about the meaning and purpose, liability and sense, human, social and environmental care, and tolerance of opinion, feelings and actions. To modify Theodor Heuss's introductory quotation: **Quality is everything that is good. Everything that is not the quality - is rude.**

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BUSINESS TRENDS ORIGINATED DURING THE ECONOMIC CRISIS IN 2009

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***Summary:** One of the most important issues of modern business is the risk of investing in some area or activity. There are general efforts to invest in one or those areas that have at least risks for survival and development i.e. in an area that will compensate costs or investments and achieve an additional effect for enlargement of material basis. In the above-mentioned context is the answer to the question which branches show high level of (non) business stability, even with big social and economic disorders. It is well known that sector of tourism and hotel management are sensitive to reduced of purchasing power, and that the air travel is cause by the levels of security, and, above all when it's about terroristic attacks. However, what needs should remain non-elastic in conditions of big economic crisis and what business trends are to be displayed in the economic crisis in 2009 will find out in following text.*

The goal is to point out the most important business trends that originated in big economic crisis in 2009 and activities that were stable, i.e. with reduced demand in relation to normal times. Research refers to US as the most developed economy in the world, but and economy that was seized by the economic crisis, as well as laws originated in some developing countries.

Key words: Business trends, economic crisis in 2009

1. INTRODUCTION

The current researches in the United States show that in this country there are dozen business trends, which are successful in conditions of general recession. It is considered that the main contribution to this is not \$700 billion of bank rehabilitations or \$787 billion, which were given by the US law on recovery and reinvesting from 2009, but the recession itself, creates possibilities for entrepreneurship, as much as you can do to cope with its nature. Analysis of world economic crisis in 2009 show following trends: (1) research of renewable energy sources, (2) providing services to elderly persons, (3) trade drop, particularly when it's about retail trade, (4) increased demand for domestic agricultural products, (5) increase in interest for the field of education, (6) increased demand for services in apartments, (7) growth in social health sector, (8) growth of entrepreneurship business, (9) battle for pet services, (10) changes in structure of consuming alcoholic drinks.

Some trends are surprising in relation to the views of classic economy; others are expected, or more or less understandable, which requires wider explanation.

2. EMERGING BUSINESS TRENDS IN US

It is well known that consequences of big economic crisis in 2009 first appeared in US, primarily through breakdown of financial and banking system, which has been burdened with large obligations that could not be

served. Emerging trends in the United States appeared in other market economies, perhaps of low-level intensity, giving them the universal character.

2.1. Researching of Renewable Energy Sources

US for a long time express lack of electricity, for which President Obama granted some 8 billion dollars for construction of the first power plant. The problem with providing of energy resources will complicate further in the next period, given the fact archaeological sites in North Sea are drying up, which could jeopardize UK and become the "black energy point", especially because that this country does not have developed distribution network for supply energy resources to existing natural gas power plants.

This country, after 35 years, is thinking about investing in nuclear energy. In the third quarter of economic crisis in 2009, the energy sector absorbed nearly one-third of overall investments, around 1.6 billion dollars. Specialized investments were assigned for solar energy, bio energy, and hydro and wind energy. This was affected by two factors: mood of public opinion on the need of use alternative i.e. renewable energy sources, which may be in function of successful business, particularly when it is about price aspect, and the need to maintain the environment. Application of so-called "green" energy will have special place in the area of informative technologies and in biotechnology. Another reason is strong stimulus of the US for the energy sector, recognizing this investment as "flywheel" that can have positive influence on the launch of numerous other projects and activities.

2.2. Expansion of So-Called "New Services"

Many parts of the "new" services sector achieved boom in crisis. Services of filling out tax forms, led by Liberty Tax recorded real "bum" because it was open 400 new offices in 2009. Sector of building repairs, (plumbers, various craftsmen, and technicians for repairing various home appliances) profiting from crisis, because there are many people who decide to repair old rather than buy new products or houses. The rule of undeveloped world is obvious here: buy - use - repair - use. Six franchises of Dwyer's Group who work in the sector of building repairs improved the number of franchises for new 300 during 2009, which is a record of this company. Among them is a great number originate from agile and aggressive "Moms and Dads" which transformed into "service providers." This is the growing trend providing benefits for many others superb franchises: so 7-eleven Company has managed to transform more than 100 small independent stores in new franchises customers during the past three years. It is expected that the fast food in 2010 will break its record of 170 billions, because the habit of taking unnecessary meals is returning rapidly after the recent first shock of recession.

Industry of providing services to persons through household medical care, taking care of elderly and disabled persons services and care for the elderly persons is one of the ten leading industry with the highest level of employment in the United States. Therefore, the concern of elderly persons, reports jumps of 13% per annum in relation to the 2006. It is expected that the fast food in 2010 will break its record of 170 billions, because the habit of taking unnecessary meals is returning rapidly after the recent first shock of recession. It is estimated this industry will handling fund of around 1,000 billion dollars in near future, which will surpass numerous other industries from traditional sector. The reasons are demographics i.e. in the growth of the number of elderly and disabled persons and achieved level of legislation and financial power to humanize this area and to lead to satisfactory level of socialization.

The Chronicle of Higher Education stated that the gerontology is one of the "most interesting" academic areas in the future. In the middle of economic crisis last year, university of Southern California has introduced M.A. degree in management services for old people that is due to respond to increased interest in this area. "The possibility exists," says Athan Bezaitis, director of communication in USC Davis Faculty of Gerontology". Many of the students in our programs are businessmen who have perceive trends in the "Silver /Gray-haired/" industry. They will highlight the trends and create jobs which meet need - and in the process created more jobs".

2.3. Drop of Consumption and Increase of Savings

According to surveys conducted by Gallup, consumption in 2009 has declined for more than one-third, in relation to last (2008) the year. In reducing of consumption participate share of the population that objectively does not need to save, and those are wealth classes of American society, mainly because of luxury shame that possess while others barely make ends meet.

Structure of purchase in times of crisis has changed considerably. Disposable and permanent goods mainly participate in procurement. The purchase is carried out in discount shops, which traditionally have lower

selling price, but lower level of services too, particularly when the assortment isn't different. In 2009, buying of second hand goods has been increased by 31% in relation to previous year. In Uptown Cheapskate - new fashion-oriented shopping center - two locations for sale of second hand goods are opened, and four more should open. Parallel with the above-mentioned, family savings increased, and it is very interesting that anything is growing at a time of economic crisis. However, we need to mention that crisis this warned rich people and businessmen to change relations towards the future and investments, because many large empires failed and large number of powerful people realize that line between wealth and poverty is very thin.

2.4. Increased Trend of Purchasing Domestic Goods

This principle always deserved special attention, but in global and liberal economy, it is marginalized. Crisis in US has shown that local population leaning towards purchase of domestic agricultural food products i.e. products breeding at local or regional areas. Increased number of vegetable markets where you can buy agricultural products, which has been long neglected. Number of consumers who buy at vegetable markets increased for around 60%. A large retail giants Wal-Mart and Safeway have recently add "Domestic production" signs in their sales units, USD has launched a marketing campaign "You know your farmer, you know what you're eating". Reasons for this should be seek through subsidized programs of the state, when we are talking about agricultural production and higher requirements for ecological products. "Economic calculation shows that for every 100 dollars spent for business in premises, \$68 returns. In the wider context, these returns are greater, because retail of agricultural products is developing in a family form. Increased trend of purchasing domestic goods were reported in China too, particularly when it's about informatics technologies, under the slogan: "Let's buy Chinese". However, this measure of Chinese government could be expanded and to procurement in the scope of the energy sector, telecommunications and other areas. This move could cause great damage to companies such as "Microsoft", "Intel" and "Motorola". US Trade grouping indicates that stated Chinese plans are in contradiction with practice of free trade in the World Trade Organization (WTO), and the Association 34 groupings of technological companies in Europe, Japan, South Korea and Canada called Beijing to reconsider its plan.

2.5. Increased Interest for Education

It is well known that purchasing power and education are standing in direct proportion. Therefore, as one country has a larger GDP and greater purchasing power, it is to be expected that country will have more opportunities to invest in education sector. However, in the economic crisis 2009 reducing of number of employees was recorded i.e. increasing of the number of unemployed and simultaneously increased interest for the additional education.

Reasons for above-mentioned should be sought in the fact that large number of people returning to school in order to improve poor economic situation through higher levels of education, or to be trained for something new i.e. to achieve requiring skills. Total number of registration in universities and colleges is nearly 12 millions and it continues to grow, said senior analyst of Ibis World, Toon van Beeck. Van Beeck says - they are preparing themselves for a higher position. Year 2010 will be the year of high educational institutions: increase in revenues for 4.9 per cent to \$421 billions is expected. Innovation in the education sector is an accelerated program of graduation for those who are employed and which employers want to educate providing long-term potential of high quality personnel. It is expected that income based on higher education during the crisis rise to around 5% in relation to previous year. Enrolment in cheaper junior colleges, commercial schools and online universities is also on the rise, especially since there is lack of funds for financing studying through loans.

2.6. Home Support Services

Under home support we mean assistance to families, continual or occasional, or temporarily in form of keeping children, cleaning apartments and toilets, care of aging or ill parents, training children to do they homework, servicing children prior to their departure for training courses, cultural or entertainment and other activities, or engaging in other activities related to household i.e. family. This surprising activity recorded increased demand in the US, especially if we have in mind that the crisis hit more middle than higher class. For example, increased revenues from keeping children is expected, preparations for testing and driving school to increase for 100 million dollars, up to the amount of more than 7 billions dollars in 2010. It is expected that sports trainings rise for 4% in the next year. Around 10 percent of all American households now engaging some kind of help for cleaning houses, 70% of the customers engage persons two times per month.

On the rise is the number of established agencies which are registered too, accredited and do possess professional staff to carry out various domestic jobs. This has proved as especially significant, because initial investments in something like this are minimal, so technological surplus from large companies, or state organization, may be engaged in these jobs. In that way, home support services, as traditionally less worth jobs, get its importance, because those are very responsible tasks.

2.7. Health and Recreation

Healthcare jobs and public welfare are at the top of industrial growth tables and that is natural because it shows that the health has the greatest value. Bearing in mind the above, it is not by accident that the president Obama emphasized reform of the health system providing health care and social protection to all sections of society and nationality in the presidential campaign. In addition to all complexities of the health care reform, more than 1.33 million people in US is performs home support services or taking care of ill people, with the respective estimated value services by end of 2011 in the amount of around 27 billion dollars. In the above-mentioned context, growth of organization dealing with recreation and having fun is also present. Activity of recreation and entertainment is in direct function of improving health of nation, so one dollar invested in recreation, it means preventive with multiple returns by reducing certain diseases. A move like that will decrease budget intended for treatment of the sick people. The fact that people often visiting gym during the stumbling of economy.¹ Total income that was made by industry of clubs dedicated to healthy life rose to 19 billion dollars, declares Association. Fitness for baby-boom generation with base in San Carlos, California is making benefits on obsession of that generation to remain healthy and young looking. "Our generation is not here sit around us and getting old", said founder of Arieen Cauchi. "We want to be active and, to enjoy in life".

2.8. Developing of an Entrepreneurial Spirit

An Austrian economist, Joseph Schumpeter, once described entrepreneurial innovation as "permanent driving force behind creative destruction", which makes existing companies to adjust to emerging circumstances and changes or to fail. "Economic progress in capitalistic society," he said, "means turbulence". Analysis that were carried out during 2009 show that Austin and Dallas cities are at the top of the list of the most attractive cities for young people, the cities from Texas represents half of list from Brookings Institute of the ten strongest urban areas. Texas dominated in lists in 2009 for the best destination for relocation, construction house market, for real estate business, cities for opening new jobs. This prominent magazine cited Austin as one of its best cities for small business. Therefore, every city has had and has its uniqueness and opportunities for developing different fields of business, primarily in the entrepreneurship.

Set of facts confirms that Texas State recorded the weakest crisis. It is a federal unit which is in crisis times had budget surplus, the unemployment rate is lower than average for the country in general, costs of living were incomparable lower in 2009. It is considered that the reasons this are favourable entrepreneurial climate and investment orientation in industry on the rise, that is, activities that are proved to be interesting in providing different types of services. Many emphasize the fact Texas almost didn't felt crisis because it foster traditional concepts of management, which is sing to perform review of efficiency concepts which are applied and which have led to economic crisis in 2009.

Statistics show that during the highest level of economic crisis, 8.7 % persons have been establishing their own businesses, in relation to 2.7% during the last quarter in 2008. In some sectors, this indicator is moving up to 50%, which has led to the new generation of family business. Dismissals, as the result of economic crisis and on the pretext of technological surplus, have led to the situation where most of companies were dismissing its employees.

Discharged employees in developed countries may look for a new chance in their own business. This trend is present in both, developing countries and transition countries. Discharged employees from developing countries may look for a new chance in domicile countries and its own business. These are extenuating circumstances because they gained knowledge and experience in carrying out tasks in successful companies, as well as certain financial amounts that can be invested in their own countries and in their own business. Ponder and behave like in the successful international companies is a great wealth of those who want to establish their own business. On the experience another Alpha plus should be added, which is the entrepreneurial spirit, i.e. willingness to risk and finding out i.e. implementation of entrepreneurial ideas.

¹ According to a recent survey conducted by International Health, Racquet and Sportsclub Association

2.9. Pet Care Service

Nobel Prize winner, Albert Schweitzer once said: "There are two ways of running away from poverty of life: music and cats." indeed, when you analyze the modern legislation, you can see that a significant space is dedicated to pets. Recession in 2009 may have destroyed manufacture and sector of financial services, but pet industry stayed stable. Housewives can save on themselves and family members, but certainly cannot on their quadruped, furred, feathered, and other friends.

Therefore, recession didn't touch industry products for pets. According to American Pet Products Association, total consumption for pets in 2008 stood at 43 billion dollars. An increase to \$45.4 billion is predicted for 2009.²

The fact only 64 countries in the world have bigger GDP from the cited amount confirms how much attention is paid to pets. This has changed requirements of investors in building of hotel and restaurant accommodation for pets and introduction of new occupations that will deal with taking pets for a walk, haircutting and trimming, etc. This proves these are well-paid jobs and that introducing of pet care services will complement package of offers, and in that way firms are becoming more competitive when it's about complexity of the services they provide.

2.10. Consumption of Alcoholic Drinks

Traditionally adopted idea that crisis first endangers luxury i.e. consumption of alcoholic drinks isn't realized in economic crisis in 2009. Statistics have shown that spending on alcoholic drinks didn't drop in conditions of recession, but some changes in the behavior of consumers were recorded. People drink cheaper drinks and priority goes to consumption at homes. People are buying big packages i.e. bottles. They circumvent retail objects and they are buying liquors in discount shops on the periphery of the cities or in alleys. Industry of liquors recorded stable growth in the past three years, so in 2009 is expected to reach record of 455 billion dollars. Bearing in mind this, many restaurants and hotels were responding to these changes and matching its prices with newly created conditions.

Recession that conquered the world in 2009, caused damages to large number of economies and companies. However, it has created opportunities and chances, just like in the past, bearing in mind the fact more than half most successful companies in the world today ranked by Fortuna magazine is originated during recession in which prices were falling. This will happen with economic, but social, technological, ecological and moral crisis too which was founded in 2009 "for ten, 15 years, will be much more business enterprises to which we will come back and say that have started doing business in recession", says Dane Strangler, senior analyst of Kauffman Foundation. "We cannot see them yet, but you can be sure there are here".

3. SOME OF THE EMERGED LAWS IN ECONOMY CRISIS IN 2002 IN DEVELOPING COUNTRIES

The world economic crisis in 2009 seized developing countries. Crisis has slowed down development of the developing countries, but they continue to grow, even in conditions of decreased inflow of foreign capital. These countries will have bigger economies at the end of crisis, but their markets will suffer significant changes under the influence of economic policy that is going to focus on domestic products and internal capacities.

Competition in developed countries has become so much more intensive since companies focused on the domestic market. Large companies that operate in developing countries use crisis as possibility to reduce costs, to invest in innovation and to turn toward the consumers with low income and rural population. As a result increased competition appeared.

Western companies need to continue to invest in developing market, to develop local administration, which will be aware of taking risk, to join efforts with local giants, to create sustainable products and to follow call of Africa if they want to keep gained position. Especially emerged laws in developing countries during or immediately after economic crisis in 2009 are related to the following facts:³

Until recession is present in developed world, the trade between developing countries would grow.

² According to data by American Pet Products Association

³ Summed and adapted based on researches conducted by at Rumani and published in Harvard Business Review (HBR). Rumani is senior editor of the HBR magazine in Boston and it is engaged on monitoring trends and companies in the markets of developing countries

Western companies that invest in developing countries will easily survive crisis, despite the problems in the domestic market. They will be able find the way to survive the crisis.

West European companies should look in rural markets of India and China for chances to survive should, which are not sufficiently investigated, and which have great potential in demand.

Companies performing exports into developing countries will enjoy in favourable trade flows between developing countries, especially if protectionism demonstrate its negative side.

On the other hand, this shows that for multinational companies, which placed their most selling lines at the market of developing countries and created new brands for them, past has been profitable. However, this strategy will not operate in the future due to the speed governments and consumers from these countries becoming aware of the importance of protecting environment. Therefore, if western giants want to compete with local competitors, they will have to develop sustainable products for developing markets and to launch ecological products worldwide simultaneously.

On the other hand, companies whose brands are on the wane have a chance in developing countries, above all in African countries, because large companies carried out research of this great market made of around one billion people. For example, the sale of Diaego Beer, Guinness, has started to gone down a few years ago, but in African countries such as Nigeria, the growth is recorded.

In July 2007, Paul Walsh Company officially announced that Diaego would penetrate deeper in Africa, in order to generate market for their Irish beer. Future of Guinness perhaps is not in Irish but in African "beer", says Mahajan.

4. RESUME

The world economic crisis in 2009 caused damage to a large number of markets in developed countries, as well as some industries and companies, but it has created opportunities and chances for other countries and companies. In the previous text ten trends has been given which emerged during the crisis in the United States, as the country that was the first to come under fire and collapse of US financial system. Economic crisis first hit financial-banking sector, and other areas, above all, researching of the new sources of renewable energy, education, healthcare services, etc. have shown high level of resistance to the crisis. Trends, such as orientation to buy domestic products, increased need for elderly people care, carrying out their domestic tasks, pet healthcare can be useful for transition countries, that is, in Serbia in direction towards developed countries, and in order to invest in activities that are stable in the times of crisis too.

In this study, emerged laws in economic crisis in 2009 in developing countries are emphasized. These laws may be important for history of economic crisis and to identify risks and opportunities that developing countries have in the crisis conditions and for identification of relations between developed market countries in the world and developing countries too.

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ROLES OF MANAGEMENT AND SYNDICATE IN CRISIS OVERCOMING

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Summary: *Without management and syndicates it is not possible to realize the management of capital and labor interests, therefore these subjects in all organizations where functioning and creating new values, providing services and similar, are playing major roles! Their mission, especially in processes of global economy crisis, is getting new historic dimensions on planetary scale, because globalization processes are followed also by reinforcement of syndicates globalization. Crisis, as appearance in globalization processes, requires necessary reductions and transformations of their goals and requirements from the syndicates, relative harmonization of previously opposite interests and their symbiosis, as a way for crisis overcoming and heading towards better future times.*

Key words: *management, syndicat, crisis, harmonization, better times*

1. INTRODUCTION

Scope of this work is to explain possible joint functioning and developing of such partnership between managers and syndicates that will make the faster exit of crisis. In another words, we will try to answer the question: At which degree the opposite interests of two social partners must be harmonized in order both of them (employer – managers and workers – syndicate) to jointly stimulate the survival of their companies and maintaining working places? Therefore, it is about relation of the labor and capital, in which global crisis conditions corrections and transformations must be done, for overcoming crisis in joint manner. Global scale crisis, as of today, primarily emphasizes issue how to balance labor and capital requirements, and from the other side not to be of some damage to the others, and is it possible at all to act individually in these crisis conditions, or there is opportunity in joint action for exiting. To obtain the right answer, it is necessary to look at the crises genesis – crisis. Crises, crisis, evolution, production, lasting and crisis management, are in a way conditions that are following the human development since it's beginnings, from the degree when the mankind was provided with name civilization, whatever that meant in ancient times. Of course, in modern times all that is mentioned as crisis and crisis management is constant on micro and macro points, in every society (country) individually, also on regional basis, continents, even on the whole Earth, in general. There is no separated crisis, crise for itself, neither the crisis could be isolated. That is, as all the other social events, eternal game of causes and consequences, and according to unbeatable pattern when cause X produces consequence Y, and that consequence Y becomes cause of the new consequence Z, that consequence again becomes cause to the new consequence, etc. Therefore, spiral is to be developed, the source doesn't have to be human, but the people must recognize it, react on it and live with it, although in that living it is necessary to treat in a way not to initiate destroying of larger scale.

Authors of book „Krizni menadžment“, Želimir Kešetović and Nedžad Korajlić, are discussing the crisis, causes/consequences of that social phenomenon, but also for the social action/reaction that should have its own profiled subjects – the invited institutions, obligatory, and also situationally forced to react on everything that crisis present, since its beginning, developing, controlling, eliminating or amortizing the effects.¹ The authors explained that when it is about crisis, neither one society has a right to isolation of any kind. Cooperation, coordination and synchronization of activities in threats recognition (period before crisis), in crisis controlling and management (period of crisis), i.e. relation towards the consequences don't accept autarchy, inhibition or self-satisfaction. Metaphorically mentioned, hitting butterfly wing to wing on one micro point is absolutely unseen, but thousands kilometers away, while airflow made of the butterfly wings could produce hurricane and tornado, with catastrophic consequences (deaths of people, devastation of human resources, human belongings, and natural goods, economical devastation, appearance of various diseases, etc.). No one can be certain where the butterfly will hit with his wings, and where will feel or experience all the negative experiences of tornados and hurricanes.

2. NOTION OF CRISIS

The word crisis² today is one of must used words in common conversation. It is used in description of personal, private situations, but also more frequent in description of potential negative consequences in which the whole society in global, or individual organizations and systems are positioned. But, even with the frequent use, there is no clear and significant notion content of crisis as a term, there are only numerous and mutually different interpretations.

Etymologically assessed, the word crisis comes from the Greek language. In ancient Greece crisis meant „conviction“ or „decision“, i.e. moment of decision that decides for further positive/negative development of some issue, or situation. Basically crisis is about deciding, but not yet decided.

In modern times, crisis primarily shows difference, or capability to differentiate, choice, judgment, decision, and also exit, conflict solution, explaining.

Until the moment when responsible bodies don't react with emergency measures, when the crisis comes and they are not aware at all, analytics cannot define that situation with the term of crisis. Point of this argument is that crisis is not only event by itself (per se), but also event for us, respectively understanding the relation subject/object.³

When crisis is defined as condition of organization's interaction and it's surrounding, the institutional structure of social system become threatened, it is about the legitimacy. Crisis is reached when institutional structures of social system experiences relatively strong decrease of legitimacy, while its basic functions are weakened. In the crisis conditions political and social beliefs in institutions is relatively fast disappearing. Truth is that legitimacy cannot measure correctly, but documental decreases of legitimacy are measurable and turnovers in organization perception through media report analysis, political activities and other signs of social mobilization. Generic definition of crisis demands processed access. It is not understandable as ready state (result), but as process without clear beginning. Crisis consequences are going to be felt in the future, crisis can increase significantly later than, as supposed, it is finished. Process of disturbance is embedded in combination of external/internal factors. It is certain for organization that crisis is surrounding in which cannot normally function. Crisis threatens survival capability of organization, disables achieving of goals, and sometimes even existence of organization. Even when crisis at first has no dramatic scales, the negative influence on the organization benefit is usually so strong that it cannot survive for long period of time. Crisis is not influencing negatively on the company public image, or organization. It also influences on the further possibility of regular development, and its foundations and also on the personal image of leading managers.⁴

¹ Želimir Kešetović and Nedžad Korajlić, *Krizni menadžment*; 2008., Travnik – University Faculty of Law

² **Kriza** (greek κρίση, *krísi*, previously κρίσις, *krísis* – firstly meant mention, decision, evaluation, and later more in the sharpening sense) signifies problematic, snap point connected with the necessity of decision making.

³ Same

⁴ Becker, Joachim, *Dollarisation in Latin America, Euroisation in Eastern Europe: Parallels and Differences*, u: J. Becker u. R. Weissenbacher (Izd.), *Dollarization, Euroization and Financial Instability. Central and Eastern European Countries between Stagnation and Financial Crisis*, Marburg 2007.

3. CRISIS FEATURES

Everyday's activities management of some organization, or business processing is differentiating with regular management in the period of crisis. In order of better management of organizations and companies, managers must be introduced with crisis essential features. All of them are not mentionable, having in mind that crisis are different by its contents, lasting consequences and other features.

There are three main features in literature that are common for all crisis: 1. threat, 2. emergency (time pressure) and 3. uncertainty.

3.1 Threat

Crisis is coming on stage when key values (certainty, safety, health, integrity, justice, wealth, nature, production, etc.) and/or survival of community are threatened. As bigger the nature and dimension of threat, as deeper is the crisis.

Financial scandals in corporations and companies could initiate the crisis, especially if threaten the security of the working places.

3.2 Emergency (time pressure)

Emergency – specially demanded from the managers in operational sense, when important decisions are to be executed, counting in hours, minutes. Crisis is temptation for managerial capabilities, because in unprepared conditions and formal unexpectance, even faster decisions are requested from manager's side while usual, what presents highly stressed state. Therefore for successful management of crisis is obligatory to invent cooperation with syndicate, and not waiting an offer, but to present solutions to the syndicate for crisis exiting, where it should be taken in account to treat syndicate as equal, and not less important partner. It is very important to demand for syndicate involvement in joint creation of attitudes which can be formed in decisions of joint product, no matter who will sign them, whether the manager, or both partners.

3.3 Uncertainty

Perception of crisis is followed by high degree of uncertainty and possible mistrust. How and in which way to achieve the desired aims with joint denying? What is most important, this uncertainty is decreasing the searching for solution, i.e. answer to the questions: what could we, as workers, do? What will happen if we choose this option?

4. CRISIS MANAGEMENT

If the management is involved in crisis solution is named as crisis management, than it is obligatory to shortly explain the notion of „crisis management“. In this text it should be explained, as much possible, the roles of syndicate and management in crisis exiting. Notion of crisis management, as scientific-theoretical discipline and rationally thought practice, seriously enters on historic stage in the other half of 20-th century.

The ancestry of crisis management is in the sphere of politics. Namely, it is known that American president J.F. Kennedy has first used this expression while crisis in Cuba, year 1962, when confrontation between USA and USSR, while installment of soviet missiles with nuclear heads on Cuba, has led the world to the brink of Third World War. Kennedy has described the management with one very serious irregular situation. We have on intention to deal this problem furthermore in this text, but what is also important is that it is mentioned that there are two types of crisis: „the ones that you manage with“ and „the ones that you are managed of“. There are numerous definitions of the crisis management. We will mention only few ones, given by Gilloti and Ronald, defined as property of organization that acts fast, efficient and effective in possible operations and actions, in order to decrease the threats to the people, making damage on the corporation properties and decreasing negative influence on existence of regular businesses or other operations. Crisis management could be classified as set of functions, or processes with purpose to identify possible crisis situations, taking over certain measures that will enable the organization to stop the crisis, to manage, or overcome with minimal consequences. So, the crisis management is stenographic expression for all activities directed to system processing in the state of disturbance: prevention, preparation, softening and recovery.⁵ It is about the

⁵ Osmanagić Bedenik, N.: Kriza kao šansa-Kroz poslovnu krizu do poslovnog uspjeha, Školska knjiga, Zagreb, 2003. godine

forming of act, contract and decision that will influence the crisis flow and is consisted of organizational preparations, measures and scheduling for its overcoming. Crisis management usually is undergoing in conditions of organizational chaos, under pressure of numerous media, in stressful conditions and lack of exact informations.

In this work, we think that it is no need to deal more in details with the crisis management, but it is worth mentioning some of the tools of crisis management, such as: planning, prevent action and early warning.

- 1) Planning is oriented method that ensures organization for possible, but not probable events and movements critical for survival of organization. Main point of planning is to place the management in better position respectively to the unexpected flow of events, comparing to the one without any preparations.
- 2) When it is about economy, practitioners are warning that situations that threaten company will last year and half to two years, before occurring the actual crisis in companies.
- 3) So, the signs of early warning can be:
 - technical discontinuity, i.e. substantially overcoming the current technologies (e.g. transition from vacuum tubes to transistors in 1950-s),
 - public resistance to the innovations (e.g. to the genetically modified food).
 - decrease of sales,
 - decrease of turnover,
 - problem of liquidity,
 - warnings of civil, security or health inspectors,
 - permanent complains of consumers,
 - warnings and complains of low rang workers.

5. HOW TO GET OUT OF CRISIS

When crisis occurs, it is time for self-questioning. Where are we in that fast changing world? Where are the others around us and what is necessary to do in the race for new opportunities, to be better and faster?

The question is how to get out of crisis is self-mobilizing and it should „rise-up“ all subjects on which the influence acts, no matter if the crisis is in micro or macro scale.

The actual crisis, which is worldwide and global, besides appropriate measures of international community and various international associations, governments and regional organizations, requirements and behavioural changes of engaged subjects such as syndicates or managements in companies, no matter it is about corporations, multinational companies or similar.

Owing to the fact that economic crisis is primarily serious threat for capital decreasing, even disappearing, a concrete question is about to be put: How to close and harmonize the labor and capital so that their scopes in times of crisis be such to establish a balance between labor and capital, in order not to reach disappearing of the capital as basic condition of maintaining the working places?

It requires that managements and syndicates define and establish joint purposes how to survive in new conditions of functioning in processes of crisis and globalization.

Furthermore in this request, it is inevitable to reach the basic condition of crisis overcoming, and it is about the request of providing joint decisions. There is accelerated opening of process of corporation management in the core of this activity,⁶ i.e. relatively involvement of employees and workers in suggesting and deciding about models for crisis solutions, with system of denial and part of own rights in benefit of maintaining capital and working places.

Concerning this, capitalist should deny of part of own profit, in order to sustain reached level of economy inside companies. It means that is necessary, whether there is a desire for successful crisis overcoming to reach the optimal decisions in continuation of that development trends that will provide exit of crisis, with joint contract through corporate management of capital. And it also means denial of all actors – employers and employees – with more rational use of resources available.

⁶ There are three models of corporate management (capitalistic societies) connected with economical-commercial environment: continental, anglo-saxonic and japanic, and for us the european continental model is of great importance. This model is characteristic for the continental part of Europe. It is consisted of two sub-systems: latin and german system. The sub/systems are differentiating by real power and protection of big shareholders, small shareholders and employees. First model of management is included in Italy, France, Spain, Portugal and Greece, while the other sub-system is appearing in Germany, Austria, scandinavian countries and also the countries of transition, such as Bosnia and Hrzegovina and others, <http://www.Korporativno-upravljanje.ba/modeli.php>

In contrary, if syndicates and employers – managers in the period of crisis will remain on same places and requests until the beginning of the world economic crisis, it will lead to crisis deepening and new crisis and conflicts inside companies and corporations, and also on wider social level.

Crisis will demand fast acting of syndicates and managers and their takeover of full responsibility for overcoming problems.

Practice showed that in areas where employees were rigorous in demands, and when the management could not answer, a lot of productions are shut with strikes, and produced decrease and disappear of capital, what was essential for further production and exit of crisis.

When discussion creating ambient for workers involvement – employees in capital management, it is imperative that workers must show interest for accessing knowledge, which is very efficient as a human resource, creates new value and overcome the crisis in that manner.

An example that demands more affirmation of corporate management, i.e. its decentralization, is the case when there was negotiation going on between two social partners in Coca – Cola company in Sarajevo. There was representatives of Syndicate on one side, and human resources managers from the other side with limited authorities, because for every development in negotiation, they had to consult the general manager who stays in some other country.

This example case is emphasized for occurring the problem in realization of our idea in workers involvement through corporate management of capital. So, for exiting the global crisis even local social partners must be valued and respected, and a lot should be transferred on them, because in crisis processes it is not enough to act only from one center, which could be thousands of kilometers away from the capital of company.

In realization of corporate management and workers involvement within, as ways and possibilities of overcoming the actual crisis, it should not be neglected the countries culturological features and companies in them, i.e. their working habits, in which framework there is built culture of conflict decision, culture of listening, business negotiation, etc.

Experiences are leading us that every company and corporation, no matter the size, dissemination and importance in the local community, region and world in crisis conditions must work on such harmonization of partnership between employers – managers and syndicates that will lead to:

- balancing the labor conditions and achieving workers rights,
- uniting and directing activities of syndicates on maintaining working places and new employments,
- creating single policy of promotion humanity, solidarity, mutual trust and help and reinforcing, adjusting and developing social – protective functions in organizations of syndicates, but social – protective functions that managements of companies are achieving,
- syndicates leading actions on support the management engagement in stabilization and company development,
- reinforcing industrial democracy and building equal partner relations of the syndicate with employers – managers, with readiness of joint and equal denial in order of achieving balance in relations that will contribute to faster overcoming and crisis.

6. CONCLUSION

In crisis there inertia is stopped, and also with behaviours that are not appropriate under modified circumstances. In these periods a new ideas is about to be invented, leading to new solutions, development. After every crisis the world is provided with new solutions for improving people's quality of life.

So, our opinion is that in the conditions of crisis confronted relations between labor and capital should not be supported (are that relations, on the present level of civilization's development and in time of increases number of so called „teaching organizations“ no matter of crisis, is at all sustainable in previous forms and intensity), but that their harmonization is one of substantial conditions of crisis solution. In that way the syndicate, as supporter and promoter of labor interests, will be directed with one part of its activity to maintaining capital in order to maintain the working places, and management and employers will in that case decrease their appetites towards high profiles, even decrease the usual ones, also in maintaining labor and in investment actions that guarantee faster solution of crisis, everything because the better future.

In practice, syndicate in crisis processes will necessary through partner communication, negotiations and conversations with representatives of employers, pledging for joint decisions and undertaking concrete measures of maintaining working places, especially in production and the ones directly influencing to create new values. In that sense, it is necessary to support all undergoing activities for rationalization and use of working places, i.e. to achieve complete rationalization of human resources use, their more efficient use, and even without sacking, by internal reorganization and redistribution. Sackings are is not avoidable in

conditions of crisis, but reinforced social-protective measures of employers/managers can be undertaken, which must be followed by appropriate social-protective syndicate functions.

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COMPETENCY MAPPING IN BUSINESS

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***Summary:** This is a competency era. Competence, especially human competence, is the most critical element for success in business. It is well known that worker competence and a supportive organizational structure are necessary for any business to realize its strategic goals as also to adapt to constant change. It is beyond doubt that it is beneficial and cost effective to have competent people occupy higher level positions. Competency refers to the intellectual, managerial, social and emotional competency. When organizations recognize that people are truly their most valuable resource, then one of the roles they accept is helping employees manage their careers. The aim of this paper is to show the importance of competency mapping as an important resource in this environment, and as an adjunct to knowledge management and other organizational initiatives.*

***Key words:** competencies, behavior, mapping, process, company*

1. INTRODUCTION

Companies have long realized the importance of competency mapping as an important HR function. This is especially relevant in this recessionary environment where human capital is one of the most important assets of an organization and needs to be nurtured. There is always a need to have the best quality employees. More and more companies are using competency mapping tools to hire people with specific competencies. There might be a need for a person with excellent writing skills or an excellent creative mind. When individuals seek for new jobs, knowing one competency can give one a competitive chance in the market.

2. WHAT IS COMPETENCY MAPPING?

First of all, we must know what competency mapping is and why it is so important to use. Competency mapping is a process of finding key competencies for a particular position in an organization, and then using it for training and development and performance management. It generally merges two areas: emotional intelligence or emotional quotient (EQ), and abilities of the individual in areas like team structure, leadership, and decision-making. Competency maps provide employers with concrete and objective information usable in all employment decisions.

2.1. Importance of competency mapping

The economic crisis has made companies recognize the need to have the best quality manpower working with them if they are to tide over the financial crisis looking large over the industry. This is where competency mapping has risen high up in the priority list for many organizations.

Competency mapping involves defining resources that match pre-set criteria provided by the client. In short, it is the process of assessing the competencies of human resources, in order to pinpoint the best position for the client's employees¹.

Finding the right employee for the right job is a matter of concern for most organizations especially in today's economic crisis. As meeting an individual's career aspirations are concerned, once the organization gives an employee the perspective of what is required from him/her to reach a particular position, it drives them to develop the competencies for the same.

The slowing economy around the world has put new and increased pressure on an organization's capability to get more out of the available resource, and this often goes into pressure on the individual employees. That is where it is important to correlate performance result with competencies. It is therefore imperative to define a set of key competencies which corresponds the organization's market differentiator.

Competency mapping not only helps know someone competencies but also someone weak areas which can be worked upon. Besides increasing employee morale and enhancing productivity, it produces fresh thinking, fosters innovation and thereby aims to provide an enriching job experience².

Training is conducted to ensure that people have the knowledge and skills needed to success at their jobs. In order to do this, it is important to map the needful knowledge and skills to jobs and to the organization's strategy.

Increasing recognition of the importance of competency mapping, many management systems are including support for this in their systems. But of course it is evident that this is applicable only to learning organizations. It is advisable to broaden horizons to link competency maps with content, so that content searches can be tightly allied to an organization's strategy.

2.2. The steps involved in competency mapping

The steps involved in competency mapping with an end result of job evaluation include the following:

- 1) Conduct a job analysis by asking candidate to complete a position information questionnaire. This can be provided for candidates to complete, or you can conduct one-on-one interviews using the position information questionnaire as a guide. The primary goal is to gather from candidates what they feel are the key behaviors necessary to perform their respective jobs.
- 2) Using the results of the job analysis, you are ready to develop a competency based job description. A sample of a competency based job description generated from the position information questionnaire may be analyzed. This can be developed after carefully analyzing the input from the represented group of candidates and converting it to standard competencies.
- 3) With a competency based job description, we can begin mapping the competencies throughout our human resources processes. The competencies of the respective job description become our factors for assessment on the performance evaluation. Using competencies will help guide us to perform more objective evaluations based on displayed or not displayed behaviors.
- 4) Taking the competency mapping one step further, we can use the results of our evaluation to identify in what competencies individuals need additional development or training. This will help us focus our training needs on the goals of the position and company and help our employees develop toward the ultimate success of the organization.

The best option for an employer to know which candidate will be hired is "behavioral event interview".

A behavioral interview is a structured interview that is used to collect information about past behavior. Because past performance is a predictor of future behavior, a behavioral interview attempts to uncover our past performance by asking open-ended questions. Each question helps the interviewer learn about our past performance in a key skill area that is critical to success in the position for which we are interviewing.

Employer can also use "the STAR technique". The STAR technique is a way to frame the answers to each question in an organized manner that will give the interviewer the most information about our past experience. As we prepare to answer each question, consider organizing our response by answering each of the following components of the STAR technique:

What was the **S**ituation in which we were involved?

What was the **T**ask we needed to accomplish?

What **A**ction(s) did we take?

What **R**esults did we achieve?

¹ <http://www.pqa.ca/Pages/CQA/CompetencyMapping.aspx>

² <http://timesascent.in/article/5/2009072720090727124133734249f57a/The-need-for-competency-mapping.html>

There is also a “repertory grid technique”. The repertory grid is a technique for identifying the ways that a person construes his or her experience. It provides information from which inferences about personality can be made, but it is not a personality test in the conventional sense.

It is very important to know that every company has different needs when it comes to find appropriate candidate for a job. If one company wants to hire operator for computers, then on the top of priorities, during the interview, they will put: knowledge, skills, attitudes, behavior and personal values.

3. METHODS AND IMPLEMENTATION OF COMPETENCY MAPPING

A number of methods and approaches have been developed and successfully tried out in many organizations. These methods have helped managers to a large extent, to identify and reinforce and/or develop these competencies both for the growth of the individual and the growth of the organization.

Measure competency mapping methods as followed by most organizations are:

- A. Assessment Center
- B. Critical incidents technique
- C. Interview techniques
- D. Questionnaires

3.1. Assessment center

It is a mechanism to identify the potential for growth. It is a procedure (not location) that uses a variety of techniques to evaluate employees for manpower purpose and decisions. An essential feature of the assessment centre as used by many organizations is the use of situational test to observe specific job behavior. Since it is with reference to a job, elements related to the job are simulated through a variety of tests. The assessors observe the behavior and make independent evaluation of what they have observed, which results in identifying strengths and weaknesses of the attributes being studied.

The elements identified by the International Personnel Management Association (IPMA) for a process to be considered as assessment centre:

- A job analysis of relevant behavior to determine attributes, skills etc. for effective job performance and what should be evaluated by assessment center.
- Techniques used must be validated to assess the dimensions of skills and abilities.
- Multiple assessment techniques must be used.
- Assessment techniques must include job related simulation.
- Multiple assessors must be used for each assessed.
- Assessors must be thoroughly trained.
- Behavioral Observations by assessors must be classified into some meaningful and relevant categories of attributes, skills and abilities, etc.
- Systematic procedures must used to record observations.
- Assessors must prepare a report.
- All information thus generated must be integrated either by discussion or application of statistical techniques.

Organization’s assessment center comprises a number of exercises or simulation which have been designed to replicate the task and demands of the jobs and to assess the strength and weakness & potential of the employees. The usual exercises are group discussion, interview simulation/role plays and case studies/analysis.

3.2. Critical incidents technique

This technique can contribute to growth and decay of a system. Perhaps one way to understand the concept would be to examine what it does. Despite numerous variations in procedures for analyzing critical incidents, researchers and practitioners agree that critical incidents techniques can be described as a set of procedures for systematically identifying the behavior that contribute success or failure of individual or organization in specific situation. First of all, a list of good and bad on the job behavior is prepared for each job. A few judges are asked to rate how good and how bad is good and bad behavior, respectively. Based on these rating a check-list of good and bad behavior is prepared.

The next task is to explain to supervisor to take notes on critical incidents or outstanding examples of success or failure during the meeting the job requirements. The incidents are to be immediately noted down by the supervisor as he observes them. The objective of immediately recording the critical incidents is to improve the supervisor's ability as an observer and also to reduce the common tendency to rely on recall and hence attendant distortions in the incidents.

Besides being objective a definite objective of this technique is that it identifies areas where counseling may be useful.

3.3. Interview techniques

Organizations can use interview in some shape or form as a part of competency mapping. The interview consists of interaction between interviewer and applicant. There are several usual steps during and after the interview:

- a) Before the actual interview begins, the critical areas in which the questions will be asked first identified for judging skills.
- b) The second step taken is to check the information provided to identify skills, incidents and experiences in the career of the candidate, which may answer questions raised around the critical areas.
- c) An interview is a face-to-face situation. The applicant is "on guard" and careful to present the best face possible. At the same time he is tense, nervous and possibly frightened. Therefore during the interview tact and sensitivity can be very useful.
- d) The fundamental step taken is establishing rapport, putting the interviewee into the impression that the interview is the conversation between two friends.
- e) Once the interviewee is put at ease the interviewer starts asking questions or seeking information related to job. Here again it is extremely important to lead up to complex questions gradually.
- f) Showing surprise or disapproval of speech, clothes or answer to question can also inhibit the candidate.
- g) Leading questions should be avoided they give the impression that the interviewer is seeking certain kinds of answers.
- g) The interviewers are prepared with precise questions, and not take too much time in framing them.

3.4. Questionnaires

Questionnaires are written list of questions that users fill out questionnaires and return. In organizations it usually begin by formulating questions about their services based on the type of information they want to know. The questionnaire sources below provide more information on how the organizations design questions. The techniques are used at various stages of development, depending on the questions that are asked in the questionnaires³.

Applying competencies appropriately endows an excellent engine for raising the endorsing common standards, and assimilating HR processes. Conversely, competencies should be coupled with other interventions such as program offerings and setting objective performance goals to make an optimum impact. However, executing competencies in functions diverse through the cross section of the organization amounts to a large-scale change and necessitates considerable resources and time. In other words, clarifying the critical success factors or competencies required for the success of future professionals is a necessary, but not sufficient aspect of functional transformation. More often than not individuals and organizations hub on defining the specific behaviors that sustain excellence, overlooking restraints to change such as culture, structural, process and learning systems⁴.

4. CONCLUSION

Competency mapping identifies ideal behaviors and personal skills which distinguish exceptional and stupendous performance from the average. Competency mapping not only helps know competencies but also weak areas which can be worked upon. Besides increasing employee morale and enhancing productivity, it induces fresh thinking, fosters innovation and thereby aims to provide an enriching job experience⁵.

³ <http://management4you.blogspot.com/2008/10/competency-mapping.html>

⁴ <http://www.123eng.com/forum/viewtopic.php?t=13953>

⁵ <http://timesascent.in/article/5/2009072720090727124133734249f57a/The-need-for-competency-mapping.html>

All organizations, small and big, can benefit from competency mapping. Though smaller organizations have fewer human resources, these organizations can still benefit as each resource is that much more crucial. It goes without saying that large organizations can benefit, as there are many employees with different skill sets. With showing the importance of competency mapping as an important resource in this environment, we have achieved the aim of this paper.

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BENEFITS OF SUPPLIER RELATIONSHIP MANAGEMENT (SRM) FOR PARTNERS IN SUPPLY CHAIN

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Summary: The goal of this paper is to investigate solutions companies could put in place to leverage their suppliers using, what is now called: Supplier Relationship Management Systems (SRMs). This will be achieved by illustrating the key functionalities such systems should offer. To avoid reinventing the wheel, we have based our work on the one performed in the CRM field starting from the assumption that both areas are investigating the same problem but in an opposite manner. As SRM is only an emerging concept with limited implementations and nearly no theoretical nor practical experience, this paper is not willing to demonstrate or prove anything, it is more a visionary essay of what could be a SRM system and how it could combine with a CRM to create key synergies.

Key words: Supplier, Customer, Relationship Management, Supplier Relationship Management,

1. INTRODUCTION

In today's highly competitive environment finding competitive edge is a critical success factor not only to expand its business, but also to survive. Some companies tend to work on price, other on quality or service, but in the end they are all pursuing the same goal; increasing profit by acquiring, converting and retaining their most valuable asset: customers.

Many have shift from a vertical integration model to outsourcing some or all of their production [4] to gain the necessary competitive edge, but this inevitably creates new needs as coordination costs increases dramatically. In addition, the recent craze on e-catalogues, auctioning and e-rfp has heavily contributed to question the need for long-term buyer/seller relationship.

To help them achieve their objective, IT solutions called – Customer Relationship Management (CRM) – are currently spreading around the world. As we will see later on, they can be classified in different categories, but their goal is mainly to increase customer satisfaction with a better support and more targeted products and to reduce costs by linking marketing, sales, R&D and customer support services.

To go a step further in the creation of added values, some companies are also taking in account their customer's customer expectations and try to offer services which can help them increase their end service or product delivery (Figure 1). Federal Express by allowing you to track the goods they are shipping is a good example. As a final customer, you can track your goods from your supplier's web site or directly from FedEx, but in both cases, you benefit from a service that your supplier hasn't developed. As confirmed by the Gartner Group [1], enterprises that depend on demand network partners for a substantial portion of their revenue have begun to recognize that proactive engagement and collaboration with partners is essential to enhance overall demand network capabilities, as well as end-customer value.

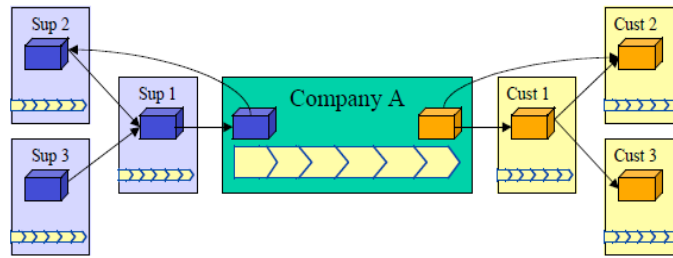


Figure 1: The Company and Its Suppliers and Customers

But satisfying customers is not the only factor to ensure a prosper and competitive company. As the Aberdeen Group recalls it [1], procurement represents the single largest expense at most organization. It is also the only place in a company where you have a 100% relationship between cost reduction and benefit increase: 1 US\$ spare in procurement represents 1 US\$ benefit. Developing relationship with the best suppliers is therefore a must that helps ensuring timely delivery, product quality and best prices.

In this paper we will develop the functionalities of a Supplier Relationship Management solution based on a comparative analysis with existing CRM concepts. We start with a short definition of the SRM to have a better understanding of its goals and opportunities. The term "Supplier Relationship Management" (SRM) refers to the use of technologies by an enterprise to improve the supply mechanism at its suppliers. Just like employee relationship management, this concept is based on customer relationship management [6]. Then we will introduce benefits: *for both parties, benefits to the supplier, benefits to the customer*. Finally, we will therefore present a classification of CRM solutions and their SRM counterpart following the three pillar presented earlier – marketing, sales, service.

2. SUPPLIER RELATIONSHIP MANAGEMENT

The Gartner Group gives the following definition of a SRM: “the practices needed to establish the business rules, and the understanding needed for interacting with suppliers of products and services of varied criticality to the profitability of the enterprise” [5]. Other summarizes SRM as the next generation of e-procurement [13] [12] or more specifically an integrated solution “that bridges product development, sourcing, supply planning, and procurement across the value chain” [8].

In our approach, identifying the internal components that needs to be linked is not our priority. We want to focus on services that have to be offered to the suppliers and the company employees. We will therefore use the same three pillars, adapted to a procurement perspective: marketing, suppliers services and purchase. In this case, marketing has to be understood as the mean to attract, filter suppliers, and promote the company needs.

As for the CRM [7], SRM needs to support the company-supplier relationship during its entire lifecycle, meaning:

- 1) Attract new suppliers: in a knowledge economy where goods can be produced anywhere around the world, finding the “best” supplier is becoming a complex task,
- 2) Acquire new suppliers by doing business with them,
- 3) Suppliers retention and development: retaining the best suppliers is the best warranty to maintain a competitive edge,
- 4) End of relationship by rejection or termination of contract: ending a contract with “bad” suppliers is a necessary safeguard for the company and understanding why “good” suppliers are leaving is valuable information.

Supplier relationships are different from simple purchasing transactions in several ways. First, there can be a sense of commitment to the supplier. For example, if a vendor sells light bulbs, he can feel confident that the buyer will come to him the next time the company he represents requires a new shipment of light bulbs. Another element of these supplier relationships is advanced planning. Buyers don't just communicate with suppliers when a procurement need arises; they also contact them in order to discuss their future needs and to determine how best to satisfy those needs by working together. While both of those distinguishing features are easy to spot, a third element is also important. The company's attitude and view of its suppliers matters a lot for business success. Companies that forge supplier relationships think of these vendors as partners and

not just simple commodity providers. This difference in orientation can have a profound affect on the way an organization communicates and works with its suppliers. This in turn affect efficiency and profitability. One ramification is a vendor's knowledge of the buyer's business. When vendors are viewed as commodity providers, they generally don't take the time or are not given the opportunity to learn the details of the business or its vision for the future. However, vendors that are deemed to be partners are encouraged to become knowledgeable about the company, its processes, its products, and its goals. The result is greater buyer satisfaction with the services provided by the supplier. A study of IT directors found that vendors who were considered commodity providers delivered unsatisfactory service almost half of the time while suppliers who were thought of as partners delivered excellent service some of the time and good service most of the time.

Another result of this attitude of partnership and difference in knowledge level has to do with handovers, which is a top priority among most IT directors. After all, if the handover is unsuccessful or is poorly handled, it minimizes the benefits the business hoped to achieve with the project. Businesses that viewed their suppliers as commodity partners, according to the poll, viewed the way their vendors handled this critical process as unsatisfactory nearly half of the time. On the other hand, vendors who were considered partners handled handovers excellently nearly some of the time and good most of the time. Clearly, the change in attitude does make a significant difference.

3. BENEFITS FROM FORMALLY MANAGED SUPPLIER RELATIONSHIPS

An SRM approach provides benefits: *for both parties, benefits to the supplier, benefits to the customer*. [2] [3]. Major deals are expensive to pursue. Set up costs for each party may be six or seven figure sums, and deals take many months to complete. Neither party wants to incur: damaged reputation from disputes; unnecessary costs associated with either re-negotiating or early exiting of a contract; financial consequences resulting from poor performance. Supplier Relationship Management should be about management of the relationship between a customer organisation and a supplier, to the mutual benefit of both parties. This is the only basis upon which a long term commercial relationship can be founded. This requires both parties to have a mutual respect and understanding for each other's business, and the rights of each business to make profit. This is the basis for a *partnership*.

Some of the advantages to *suppliers* from an SRM implementation:

- It provides formal routes of engagement at different levels of management allowing further supplier business opportunities to be exploited at senior levels,
- Ensures that operational level process mapping is undertaken, so a supplier is in possession of all details it needs to be able to perform,
- Ensures that customer's obligations to the supplier are identified and managed,
- Provides forums for discussing and resolving supplier issues, including escalation paths within both organisations,
- The approach limits customer influence on the way the supplier runs their operation and complements a suppliers Key Account Management function.

A customer organisation may benefit from a well managed supplier relationship through [14]:

Competitive Advantage

- Allows the full potential of the supplier's expertise to be realised in developing the Customer's business strategy. Early and senior, formalised engagement will ensure integrated strategies which will enable the customer to bring new business services/products to market at the earliest opportunity,
- This benefit will increase over time as trust is established, and both organisations feel comfortable in sharing strategic plans.

Efficiency

- Ensuring maximum use of standardised products and services. Customised products and services will cost more, and make the organisation dependent on the supplier, which may also make it difficult to achieve competitive pricing,
- The less interaction there is between the organisations to resolve incidents, problems or poor performance, the lower will be the costs of managing the relationship, and the lower will be the costs associated with quality failure,

- Customer organisations using the same standardised approach for a number of suppliers will gain economies from re-use,
- Ensures that supply costs are contained, and that opportunities for improving the cost effectiveness of services are regularly explored and progressed and helps to ensure that supplier capacity is matched efficiently with demand.

Effectiveness

- The longer a supplier works with the customer, the greater will be the implicit knowledge which the supplier's staff accumulate about the customer, resulting grey areas being handled 'correctly' more regularly,
- Ensures that process linkages are created between the organisations for all the service management disciplines,
- Ensures that the right people are involved in the right activities at the right time,
- Limits the people involved to ensure consistency in process and communication,
- Identifies and involves senior stakeholders, mapping escalation routes and matching face-offs,
- Takes an active approach to ensuring that contractual performance is met,
- Ensures that suppliers continue to improve their own products and services, in ways which provide most improvement to the customer organisation's products and services and ensures that comprehensive risk management is undertaken, including where relevant ensuring that statutory and/or regulatory obligations are met.

As for CRM, technical integration is a key requirement. In fact, many software companies [12] [8] suggest integrating the supplier's CRM and the buyer's SRM. This will certainly help to develop the relationship and speed information exchange, but before achieving such level of inter-activity, prior actions need to be taken. You first need to find the proper supplier, perform some check or investigation, discuss the product specifications... Therefore, a SRM solution, at its first stage, doesn't need integration with the outside. To develop the "supplier equity" of the company, it needs to collect all internal sources – sales, marketing, product development, production and procurement - before going external. This becomes especially true in a very competitive market where suppliers are often changed and information is difficult to keep updated.

4. FROM CRM TO SRM

CRM solutions are popping like mushrooms after the rain and it is rather difficult to keep track of all products. But it is important for the definition of the SRM that we can identify the key functionalities of these solutions so that we can understand what they are addressing and trying to solve. This approach is motivated by the strong believe that SRM and CRM are addressing the same issues but from an opposite perspective, i.e. buyer vs. seller. (see table 1: Technical enables comparison). To avoid repeating some concepts such as workflow, knowledge management we have added a fourth category called technical enablers. It encompasses technologies that are not specific to any other categories and which have since long been used or implemented in companies. If you try to place these four categories along the relationship lifecycle presented in Figure 2.

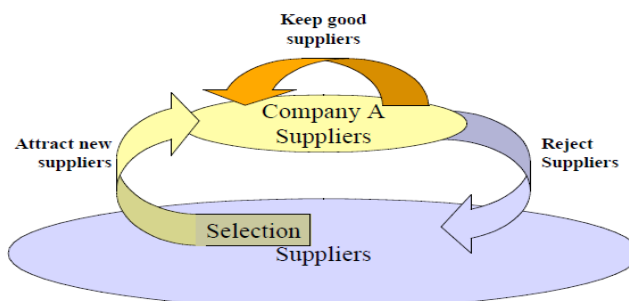


Figure 2: Supplier – Company relationship lifecycle

All CRM solutions are relying on specific technologies to provide their services. They contribute and support the overall operation providing generic services to the users. The same tools can be used when dealing with suppliers, we therefore suggest reusing them for the SRM. A company being able to share experiences on parts, services purchased outside will be able to minimize risk when developing new products and selecting suppliers.

Marketing is at the center of any sales strategy. CRM support to marketing was therefore inevitable. In the contrary, the best warranty for a successful purchase is, for many purchase officers [11], the number of suppliers in competition. By promoting its needs using marketing techniques (single, multiplechannel campaigns) a company can attract as many suppliers as required. Company directories can also be used, but automated tools to search on the Internet for suppliers are now emerging [9][10].

Table 1: Technical enables comparison

CRM 1. Data warehouse, data mart, analytical tools: they allow access to accurate and timely information through ad hoc queries, reporting and analysis tools based on consistent shared customer repository.	SRM A common supplier repository is the basis of any SRM solution. Once put in place you can use it for reporting, analysis tools.
2. Content management and document management: these tools support the entire document life cycle: creation, modification, approval, publishing, storage.	Documents are not only limited to products and services, but can also cover the infrastructure – building, factory,...- and all goods that can be purchased or need maintenance.
3. Knowledge management: helps users to reuse the mix between information and experience developed by others. Knowledge is seen here as how information is used in real life situations.	The performance of a procurement officer comes mainly from its knowledge of the field he/she is working on. Sharing experience can significantly lower training time and impacts directly on the performance of the procurement.
4. ERP integration: links the existing ERP and legacy system with the CRM functionalities.	Integration is the key element for a proper SRM and CRM system
5. Mobile and PDAs: enables mobile workers to synchronize data and information with headquarter.	Mobile procurement officers are normally not extensively mobile, but in some cases PDA and mobile technology could be useful.

5. CONCLUSION

All successful companies build strong relationships with their suppliers. Companies are not isolated entities that simply purchase goods and services from individuals who happen to be able to supply them at that particular time. Companies typically make larger purchases. In reality, successful companies recognize the need to build bridges between their organization and the vendors that they work with by establishing strong buyer/seller relationships. Buying organisations have a need to manage not only their contracts but also their suppliers. A number of suppliers will have multiple contractual relationships with individual departments and it is therefore important for them to be proactively managed. The process will be supported by information generated from the performance management arrangements that will be in place for each of the contracts, but this process is much more about the overall relationship rather than on activity on a specific contract.

The goal of SRM is to allow an enterprise to improve communication with its different suppliers, share a methodology, business terms and information with them and improve familiarity with each other to optimize the supply process. In turn, SRM is also intended to ensure that suppliers familiarize themselves better with the core business of the enterprise and its different products to ensure a customized supply.

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BANCRUPTCY RISK AND ACCOUNTING MEASURES

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Summary: *The objectives pursued by the leaders are on the one hand, to change the perception partners that the risk of bankruptcy (influence the behaviour of some stakeholders so they relax their constraints paying respect to the company), and partly to take advantage of the asymmetry of information in order to safeguard their interests.*

The analysis and normative instrumental based on simple methods (sensitivity analysis, recovery time) or complex (scoring method, decision tree model of asset pricing, real option) must be complemented by an assessment of the risk, from the case studies investment over a long period, as an alternative method to the models usually held by financial theory.

Key words: *bankruptcy risk, volatile cash flows, optimal financial structure.*

Western studies in recent years to assess the summary of economic and financial results, strategic and management in an optical predictive. The approach involves the risk of bankruptcy, on the one hand, self-diagnosis and, secondly, monitoring risks from external partners.

Bankruptcy is often equated with a process that integrates three analytical perspectives: economic, financial and legal.

- *economic approach* to bankruptcy. Dominant conception of the economy was synthesized by Robbins: "Economy is the study allocation of scarce resources to meet the practical needs infinite. In modern economic theory, the company is a term defined as "a production function, an organization that transforms inputs (inputs) into elements of production (outputs), which could be sold at an affordable price in the market. Defined by structural loss, chronic economic failure means that the company is not profitable, it generated more costs than revenues. Hence, from the work enriches not firm, it no longer contributes positively to economic development. With the concept of economic bankruptcy and that the company is in difficulty, defined by Ooghe and Van Wymmersch as "undertaking may not achieve its economic objectives, taking into account social and environmental restrictions.
- *financial approach*. Analysis results on account of the company has some limits to determine the added value offset from turnover. The latter can be "virtual" since it does not necessarily correspond to the proceeds of production sold. Some turnover may be so compromised. This may include amounts of outstanding debt after the ambiguous result. Therefore, the situation can be compromised if the company proceeds (cash in) and payments (cash drain) is not operated (registered) on time. The concept of cash flow remains essential in tackling financial bankruptcy. Therefore, literature expresses the financial side of bankruptcy by cash problems (reducing profitability and solvency). Other authors consider that the financial failure to install the company can not meet the payment structure and short-term liability is superior asset. Failure to find debt management solutions entail payment incidents, confirmed the values aspect ratios comparing assets with liabilities to the same period of chargeability. According to other opinions, insufficient added value combined with strong growth in structural costs are involved in low yield, in which the company is not able to provide self-financing and liquidity. In addition, the shortage of cash may be the result of excessive or insufficient investment based.

- *legal approach.* In the literature, the theme was approached bankruptcy generally perspective. In recent years attempted to address the widening perspective of that concept by identifying the determinants of bankruptcy. Research in this direction is based on analysis of the explanatory variables of economic, financial, strategic and organizational. The central objective of this approach aims, in analytical terms, a better understanding of the risk of bankruptcy, the stages of manifestation of the degradation process of the financial situation of the company. All are likely to assist in operational terms, justifying the adoption of corrective measures.

In context of the Accounting Standards and particularly the ability of the accounting system to give a picture of the economic reality, the most accurate possible, give an opportunity for leaders to intervene in the process of preparing financial statements published and to opt for choices of certain economic financial transactions in accounting, by amending the form and content of financial statements published.

Business leaders also have trouble with the accounting policy on the one hand, to reduce the perceived risk of bankruptcy to investors and on the other hand, to avoid bankruptcy. The results reveal [7, 318] that the risk of bankruptcy brings business leaders in a financial difficulty. That will make the intervention in the accounting process harder. Indeed, they will have to manage the level of intentional accounting results published in reducing the perception of risk.

The objectives pursued by the leaders are on the one hand, to change the perception partners that the risk of bankruptcy (influence the behaviour of some stakeholders so they relax their constraints paying respect to the company), and partly to take advantage of the asymmetry of information in order to safeguard their interests.

The company in financial difficulty is defined by Menard as "a business that has difficulties financial, without necessarily be insolvent or bankrupt". He adds that the situation of financial distress "corresponds to the state of a company that suffered financial pressures caused by an imbalance between inflow and outflow of funds, a shortfall of cash resulting from the fact that customers are failing payment, insufficient cash flow from operations" [11, 231].

Financial theory deals with the concept of difficult enterprise through investment policies and financing and in particular the question of optimal financial structure [8, 331], but the real problem rather reside in the balance in the structure of liabilities with a positive impact on the market value of the company. Conflicts of interest arising from the financial policies of the company generate costs depend on the risk of default and the risk of bankruptcy as a result of difficulties the firm [14,37].

The analysis and normative instrumental based on simple methods [17, 147] (sensitivity analysis, recovery time) or complex (scoring method, decision tree model of asset pricing, real option) must be complemented by an assessment of the risk, from the case studies investment over a long period, as an alternative method to the models usually held by financial theory.

For judging the quality of the company and its profitability one of the sources of information shall be provided by the accounting data; financial difficulties can be hidden through the accounts.

The announcement of accounting information is used to assess the remuneration effective contributors of funds through the excess flow generated by the operation or the accounting net result published.

Any action on these indicators may change pay and the perception of the risk of bankruptcy for the financial partners of the company. Business leaders in financial difficulties functionalize the account information to reduce perceived risk of bankruptcy (this issue is discussed by the politic-contractual theory [16, 143]. This approach believes that the accounting reduces transfer the effects of wealth between rich and shareholders leader and between leader and creditors. Leaders may use the freedom left by normalisation account, they can implementation strategies to achieve some goals (one aims to give a "good image" of the company by concealing its financial difficulties and the perception of the risk of bankruptcy).

The quality of accounting information contained in the annual accounts is another feature that differentiates enterprises: business bankruptcy accounts difficult to raise the issue of validity of the annual accounts as a tool for management-level management and their reliability as document external communications. Therefore, the risk of decline of the company may be charged with sufficient notice both internally and externally, publication of annual accounts is usually late for these companies.

Another confirmed case of West European studies on a representative sample of firms in imminent bankruptcy concerns customer credit extension compared to other companies. Stochastic modelling of the balance sheet has allowed the determination of a measure of bankruptcy risk, the ratio between assets and liabilities net corrected. The probability that the company's own funds was expected to become negative for a time horizon of 3 years, the horizon is often used in practice to bankruptcy prediction because it is sufficiently distant that estimate to be interesting, but close enough that the results remain relevant . Among the limits of this model for forecasting the risk of bankruptcy include the "relative reliability" of the annual accounts, failing always to obtain certain information which would supplement the study and technical problems with the choice of relative values (rates).

The accounting policy objectives are to provide a performance level favourable to the interests of managers and reducing the conflict and the specific risk the company (including the perceived risk of bankruptcy by shareholders and other stakeholders).

In arbitrating between the preservation of a significant part of their interests and losses the bankruptcy (bankruptcy costs and decrease in assets of the company), shareholders and creditors the majority (respectively as a percentage of capital and debt) will seek solutions now renegotiated their control over the company and guaranteeing their property rights or financiers. Although the control mechanisms tend to reduce the discretion of the officers, the effectiveness of this control is usually called in challenged by the collusion of interests that may exist between members of the monitoring bodies, shareholders and creditors and the majority leaders. Moreover, the control mechanisms external (oversight committees, auditing, certification of accounts, financial markets) have sometimes negative effects since the leaders will either retain certain information is scrambling exhibitions by processes the information submitted to the internal and external supervision.

Avoiding to suffer the pressure exerted by those involved in the life of the firm, leaders are encouraged to make managerial decisions improving the actual performance of the company or to adopt proper account policies to act on the image of the company by reducing the external perception of the risk of bankruptcy (they functionalize accounting information to safeguard their interests and therefore those of the company).

- The company can use a defensive strategy when judicial officers and key partners believe that the judicial protection is an optimal solution to ensure its recovery and their interests. Leaders make options for choices accounting aimed at increasing indicators performance (management to higher results) to escape the collective procedure.
- For the offensive strategy, leaders can avoid the procedure Collective encouraging partners to the renegotiation of the debt and the reorganization of capital and the structure of the firm. Leaders can opt for accounting choices that lead to decline in performance indicators or revealing the difficulties (management of lower results) in the aimed at encouraging partner to the private renegotiation.

In the literature on accounting adjustments we distinguish the definition of variables accounting adjustments and accrued totals as the difference between net income and cash flow generated by the activity (gap cash flow generated by the company and change in working capital requirements on two consecutive periods). The variation of working capital requirements essentially evolves according to the activity economic well-being. It is measured on the basis of changes in inventories, debts and turnover. The variation of sales adjusted for cash is real considered as a non-discretionary, which reflects the trade performance real business.

In favourable context (lower interest rates in the long term accumulation of cash flow, increased funding instruments, funding sources-disintermediation banking modernization of the financial markets, establishment of new financial institutions) firms have the tendency to increase their investments. Descriptive statistics shows that the variables who affect the accounting adjustments are depreciation, repeatedly depreciation and provisions, changes in components of working capital requirements excluding liquidity flows). However, all variable accounting adjustment involved with a magnitude greater or lesser extent in the management results.

The allocations and repeatedly depreciation and provisions constitute adjustment favoured variables by the leaders. The allocations to depreciation and provisions are important variables in the accounting adjustments leaders (average 4.75% of total assets delayed). The accounting policies of the leaders are also marked by a significant level of recovery in depreciation and provisions (nearly 3% of total assets delayed). These choices accountants have traditionally been used in setting implement a policy accountant in management objective results. But comparing firms in difficulty financial and sound, it was found that the average values of the variables of accounting policy are higher for companies in financial difficulty as for the healthy companies. Variable gain or loss on disposals and fixed assets reflect the difficulties of companies to find resources to finance their investments. The divestments that reflect the gain or loss from sale shows that companies in financial difficulty are pulling back some of their activities in the transferor at prices lower than their market value.

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DEVELOPMENT OF INFORMATION TECHNOLOGY AND THEIR IMPACT ON THE PROTECTION OF ENVIRONMENT IN BOSNIA AND HERZEGOVINA

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Summary: *The process of the spectacular development of information and komunikacionih technology has changed not only the internal socio-economic and political structure of most countries, but also ways to which they refer to each other. Rapidna expansion of the Internet and wide use of information technology in manufacturing, distribution and consumption of goods and services have greatly strengthened the process of globalization and democratization of information. Expanding the Internet and the increasing use of information technology is the most developed countries provide an extraordinary opportunity to promote a systematic way of sustainable development and to engage in the XXI century trends. The concept of information society encourages a quick, inexpensive and economical access to information and information services, current knowledge and opportunities to acquire knowledge. Wide application of these technologies for a state which is in the process of recovery, such as Bosnia and Herzegovina, opened the possibility to make up for time lost in the war and postwar period. At the same time it involves the introduction of Bosnia and Herzegovina to the problem of worrying about the environment. In a country that is struggling to return to the path of normal economic and social development, it is difficult to re-establish the importance of healthy eco-system, the peoples right to live in a healthy environment and the strategic importance of preserving natural resources for generations to come.*

Key words: *Information technology, sustainable development, natural resources, pollution of the environment*

1. INTRODUCTION

Since the sixties of the last century science has shown that the survival of civilization is threatened not only because of the threat a nuclear holocaust, but the plan must be put first and adverse long-term development of relations between people in relation to environment. The key scientific knowledge of modern science is that man, in an effort towards ensuring their own survival, nature produces negative consequences, and thus hinders the area where he lives and works. Economy is rapidly developing, but is a consequence of this development was a drain on natural resources and polluting the environment, which is given to no attention or only superficially treated. Simply put, nature was something free, which is supposed stimulus human survival and economic advancement. The natural harmony began to waver under the pressure of human activities, and current and anthropogenic changes in the biosphere can be characterized as an open threat to the elementary quality of life of people on the planet, and threatening the survival of humankind. Removing or at least mitigate environmental disturbances requires broad action, which involves the participation of people, regions and countries.

Obviously, we can say the last time an acceptable level of pollution of planet Earth, on the basis autocleaned. On the environment today is increasingly seen as a luxury good. Growth of national and global resources, increased concern for environmental quality. It can be said that the quantity and structure of the material resources to promote quality environmental system. Caring for the environment all the more will grow. From there you can establish the principle that the level of wealth, in total or per capita has a double meaning, which reads as follows:

- 1) rich people, local and national community and the rich richer and spend more of mankind, causing more pollution, but because more and more to life environment seen as a luxury goods, which has its economic costs, which must be borne in the interest of maintaining all three of the world and the living environment and biosphere in totality,
- 2) poor individuals, local and national community, and humanity of the poor, who are struggling often a problem for the survival of the environment taken as irrelevant in relation to the needs of survival.

His implies that an increase in wealth and growing attention to environmental quality, which focuses on planet Earth (think globally act locally). It can be concluded the following: if the trends continue to increase the wealth of mankind, we can expect an increase of concern for the environment. However, at present experiencing the paradox of the previous statements: - First, we are faced to the rich, for-profit interests, often dirty technologies transferred to the poor, who because of these survival, growth and development, acceptance, and so rich and the poor, often together, damaging the balance of ecosystems; - secondly, the world-famous meetings and protocols on environmental protection from Rio de Janeiro-a (1992.) Kyoto (1999th), Copenhagen (2009) accept principle and rich and poor, but often violated - with known resistance and separated behavior of the USA adopted decisions to preserve the ecosystem, or planet earth, the Kyoto Protocol. Let us add that advocacy and resistance to genetic engineering, and the consequences of the food chain. All this leads us to questions about the actual scale of pollution of the environment and the ways with which we can compel polluters to control their emissions levels.

Determining the cost of pollution control, and the distinction of costs for different levels of pollution requires an understanding of the structure of production of goods which is a by-product contamination. It certainly is not at all easy, but trying to condense the economic methods of environmental effects, especially loss expressed in unique measure, and focus environmental policy on the promotion of preparedness and the introduction of instruments to reduce pollution, or for bearing the costs of ecosystem sustainability. Measuring the magnitude of costs that should be borne (often by the method of "polluter pays" and "user pays") is the subject of many studies in environmental economics. However, this approach may include many difficult problems in the field of economics and environmental policy. The Government is difficult to determine the mode of intervention in the economy that gave a satisfactory level of pollution, and that it does not lead to excessive administrative costs. Therefore we can say that politics is the art of application of instruments of regulation and the level of cost control that will trigger investigations by the actors of the market economy in order to reduce environmental distortion (pollution), thereby reducing the cost of control in the future. This brings us to problem-based balance between market-oriented forces of development and cost - the cost of sustainability and environmental protection. So, the fact that environmental protection often involves government intervention in economic activities with the familiar problem of selection of the appropriate level and nature of intervention.

2. SUSTAINABLE DEVELOPMENT AND INFORMATION TECHNOLOGY

Given the number of the worlds population, the existing technology, the established political framework, the use of ICT in a positive context in the modern global information society can make a major contribution to the implementation of the concept of sustainable development. It is necessary to define some goals in order to understand the dynamic interaction between the concept of sustainable development and information technology, coherence and impact of information technology, infrastructure and services to the economic, social and economic sustainability. Especially can be distinguished three segments: - the potential of new technologies in the promotion of sustainable development - to achieve maximum positive effects of the aforementioned technologies sustainability - how to identify and minimize the negative effects of these technologies on sustainability.

To achieve this it is necessary to take the following steps:

- Launch of new views and visions related to information technology and sustainable development through the collection of attitudes and approaches expressed by a wide range of experts,
- the development of a consistent conceptual framework for initiating research to strengthen the contribution of information technology to sustainable development;

- determining the possibilities and directions of action for expansion of knowledge and technology;
- activities to be undertaken in accordance with other students in this industry, all levels of government, NGOs and all those who work in the field of environment protection.

The idea of sustainable development based on fact the global ecosystem or biosphere is vital value, and that human survival and development depend on the biosphere. There are a range of universal goals that are based on these vital values

- energy management and resource
- management of industrial waste;
- scientific and technological innovation;
- prevention in order to prevent possible problems:
- the division of responsibility for building a sustainable society,
- the preservation of the biosphere to development and maintenance of human society
- rehabilitation and recovery of the affected areas
- monitoring and evaluation of progress achieved.

Information and communication technology has been identified as the primary means for successful implementation of these objectives through the following three concepts:

- 1) process and control systems - as a means of management control, information and communication technologies serve as a tool for monitoring the impact of pollution, production, migration
- 2) Information management and their movement - the movement and management of local information through the index data and the protection of the environment movement and management of internationally available data and presentation local interest groups (stakeholders)
- 3) Strengthening the performance of basic sectors - education and capacity building of governments, NGOs and the general public.

Experience has shown that the capacity building and strengthening the institutions of the basic prerequisites of sustainable development, and when it comes to countries in transition, three key areas in which to work towards improving the framework and policy environment and institutional context. Using information and communication technologies in Bosnia and Herzegovina is divided into three categories: information management, and their motion, process control systems and strengthening the performance of the basic sectors. Information and communication technologies provide new opportunities for those who work in the organization, collection and movement of data, so that to offset the national barriers to the flow of information, location, cost, time, ... Information and communication technologies as a means of control are used inter alia for monitoring the processes of law enforcement, the impact of pollution, production and migration .. The launch function of sustainable development information and communication technologies can be used to strengthen the marginalized sector.

3. ENVIRONMENTAL OBJECTIVES IN BOSNIA AND HERZEGOVINA

Bosnia and Herzegovina is faced with the problems of environmental violations, which all characteristics of transitional countries in an attempt to balance effects of economic growth, migration of population and industrial development with intensive land use and globalization. List largest problems is the following:

- a large number of minefields, many of which are unknown to the locations;
- uncontrolled commercial felling, which cause erosion and water pollution;
- water supply systems due to the lack or incomplete treatment are exposed to risks of water pollution;
- the lack of records Hazardous waste - illegal and unplanned disposal of waste and the creation of wild dumps;
- inadequate methods of treatment of land which are harmful to the soil and cause pollution of water resources;
- increasing the total number of vehicles, which increase pollution and congestion;
- disposal of medical waste and medicine which has passed term use;
- complete devastation of sensitive eco-system that leads to loss of habitat and biodiversity;
- unplanned and uncontrolled development of the industry.

In order to protect cultural and historical heritage and natural heritage, quality and environment management, made the many international binding convention, while Bosnia and Herzegovina was inherited, and all legal obligations related to international conventions signed by Yugoslavia. Also, inherited the existing infrastructure and models using data from the former Yugoslavia, but the administration has not found it

necessary to systematize the existing data and develop plans for better organization, planning and resource management. Therefore, the information and communication technologies are extremely important and indispensable factor in the implementation of sustainable development.

They encourage the creation of eco-conscious community by providing support to make the best decisions about environment. Objectives related to environmental protection can be categorized to:

- a) social
- b) economic
- c) Technology
- d) specific (related to the environment)

As social goals can be noted by those who go in favor of domestic population (keeping the traditional customs, a sense of utility, health, providing conditions for growth and development of future generations), and those objectives that directly benefit and bring social domicile residents and tourists (in the form of participation tourism, which causes negligible environmental damage in the local community will wake up feeling pride), and the end goals that bring indirect benefit of the society, arising from general use, which makes the development of scientific and technological development, and coordinated cultural and polytypical action aim society and the economy sustainable development.

Economic objectives related to earnings from the local commercial activities such as resource efficiency and technological innovation:

- direct you the local economy;
- direct you the state of Bosnia and Herzegovina through the connection service and the services that local communities can offer:
- indirect use state economy (eg, contribution to the overall development, the overall contribution of marketing, increased efficiency resource management environment with positive effects on the economic system
- an incentive the development of ICT and ecologic environment.

Environmental objectives relating to the use of ICT in order to safeguard the health, productivity, bio-diversity of eco systems, and their primary purpose the establishment of a number of environmental parameters that will monitor the structure and processes functioning eco-system. Technological objectives related to effective use of new technologies in order to show the effectiveness and efficiency of integrated environmental management and sustainable development.

4. CONCLUSION

The current development of Bosnia and Herzegovina, the natural environment did not have adequate treatment in the evaluation of the functioning of the process of social reproduction in the sense in which it occurred as the subject of development of relations, by focusing so its direction and intensity, but also as an object, accepting upon himself the reflection of this development . Neglect of the economic treatment of the environment in the creation and management of development policy has led to irreversible loss of significant economic and spatial values of the state. Non-economic relationship with the natural environment strengthened the intensity of its negative effects on development, leading to a condition that limits development. Bosnia and Herzegovina does not belong to the land of the developed countries and its reality is based on the confusion that entered the current economic relations in countries in transition with a fast profit in unregulated environment as its sole aim. One of the characteristics of such relations is to impose oblivion and neglect the fact that the future should be based on cultural and environmental legacy that builds on the social, human and economic development. Technological and industrial development has resulted in the development and wide application of information and communication technologies. Wide scope of information and communication technologies enable the State of Bosnia and Herzegovina, a country with a specific organizational structure, to preserving the environmental problems addressed through conceptual theories, cases and examples, as well as solutions that have already been tested. Environmental protection must be an integral part of economic development of the country, and with the strengthening of economic performance must develop environmental awareness in terms of exercise savings in production, installation of adequate equipment, the use of clean technologies, recycling, attracting foreign investment, tourism etc. The consistent system environment protection and its effective implementation, achieve the quality development, which also preserves the environment and for future generations.

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NEW TECHNOLOGIES IN THE MANAGERIAL RELATIONS IN BOSNIA AND HERZEGOVINA

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***Summary:** Bosnia and Herzegovina is a country in transition, which after many years of regulating the relations in enterprises that were focused solely on the state-led regulation, particularly in terms of regulation of managerial processes in enterprises, succeeded in the current transitional period to adopt modern legislation and catch up with the neighbouring and other European countries in applying a new manner of regulating managerial relations. In this process, the previous political system has slowed down and hindered the implementation of a new vision and the introduction of changes in the organisation of the economic system. New legislation has been enacted, where we would particularly emphasise several pieces of *lex specialis* as individual legal norms, namely, the Law on Enterprises and the Law on Public Enterprises in Bosnia and Herzegovina, which are largely harmonised, in their form and content, with the EU standards in this area, and provide a solid foundation for the shift to a new organisation and formation of modern enterprises in Bosnia and Herzegovina.*

Management and managerial relations immediately became a very topical issue where leadership and management of enterprises started assuming the right form and substance, as it has been the case with the companies in Western Europe for many years.

***Key words:** functions of management, manager and managerial relations, required skills, environment, associated members, globalisation, organisation and management.*

1. NEW TREND IN MANAGEMENT AND MANAGERIAL RELATIONS IN BOSNIA AND HERZEGOVINA

Regulations that were adopted in Bosnia and Herzegovina in the last decade were formulated so that they provide clear definition of managerial relations that is crucial for the functioning of enterprises in Bosnia and Herzegovina. If we conduct the simplest possible analysis of the new legislation, we can see that, both in form and in content, it follows the same direction as the legislation on businesses and enterprises in the neighbouring and other European countries. Therefore, although Bosnia and Herzegovina is not formally a member of the European Union, this new trend in the organisation of businesses and companies in Bosnia and Herzegovina has distinctively modern features.

In formal legal terms, the legislation adopted in the field of establishment, functioning and organisation of companies, including managerial relations, has all the elements that enable a rather quick establishment of both simple and complex forms of shareholders' capital and, consequently, assigns an appropriate role to managers and their teams that participate in the management of companies.

In accordance with the regulations of Bosnia and Herzegovina, management plays a distinctive and ever more important role in the operation of companies, although it is still at an early stage of development.

The important features of the managerial function are the guaranteed legal possibilities to have, through certain procedures that are identical to the procedures of appointment of managers in the companies of

Western Europe, all the elements and all the rights of management teams in Bosnia and Herzegovina that match the elements and rights of the management in Western European countries.

The skills required for the management of companies in Bosnia and Herzegovina are not at a satisfactory level yet, because there was too little time available for them to establish a tradition of managerial relations, while, at the same time, the method of education of candidates for managers of large business systems is not yet at the level of the neighbouring and other European countries.

The human resource structure of managers who are currently managing the companies in Bosnia and Herzegovina suffers from the inherited practices of managerial structures from the previous system; however, it is certain that with the newly introduced system of education of managers and new technologies in the management of Bosnia and Herzegovina, this situation will be overcome.

The observation of the role of management in running the companies in BiH would be impossible without an insight into the legal environment currently in place in Bosnia and Herzegovina, as well as all the external factors and internal environment in which the companies operate in BiH.

If we start from the fact that management is the process of shaping and maintaining an environment in which individuals work together as a team, in order to achieve certain goals for themselves and for the society as a whole, we would come to conclusion that it is actually a process in which the basic aim is to achieve good results in using human and material resources.

With the introduction of new technologies that affect the management and guidance of individuals through a prescribed system inevitably leads to the achievement of the main purpose, i.e. to good and successful business performance of companies, creation of new jobs and making profit.

The basic prerequisites for the achievement of these goals are:

- Streamlining jobs and adjustment of organisation
- Streamlining and managing people
- Streamlining and managing operations in terms of production and achievement of positive end result

2. NEW TECHNOLOGIES AND THEIR IMPACT ON THE MANAGEMENT FUNCTION OF COMPANIES IN BOSNIA AND HERZEGOVINA

Given the fact that the primary responsibility of management that is installed in a company in accordance with the procedures prescribed by law is to implement the system of planning, organizing, leading and motivating its employees, as well as controlling and managing human resources, we inevitably come to the basic assertion that all the above-mentioned functions of management are justified only if they bring about the quality results and positive business performance of the company. In this concept, the analysis and application of new technologies and methods applied by CEOs and their teams – i.e. the company's executive directors, are justified only if companies are economically successful, namely, when the use of new technology brings about the results that satisfy the owners of capital, whereas, in other cases, application of new technologies would not have any justification.

Working with people and their realisation of the task that are assigned to them is justified only when the management ensures that economic objectives of the company are achieved, through the collective action of those who perform their individual tasks and though constant analysis of effectiveness achieved by the management team.

Efficiency and effectiveness of management based on the application of new technologies is the basic motive behind the existence of management that is subject to evaluation of the owners of the company's capital, which is done periodically by supervisory boards and shareholders' assemblies. To achieve the above-mentioned results, it is necessary for management to apply the new technology and to implement the necessary skills that could be reflected in the following elements:

- 1) Conceptual skills in organizing of company,
- 2) Skill of designing individual moves made by the management
- 3) Skills of working with people - human skills, and
- 4) Technical skills.

The application of new technologies in the management inevitably brings about both negative and positive effects, while management is faced, on a daily basis, with an accelerated change of environment, both internally and externally. For these reasons, attention needs to be paid, in the context of management, to the external and internal environment that significantly affects the company's functioning. External environment, in particular, represents both opportunities and threats for the business that is inevitably reflected in the function of internal environment.

The most important characteristics of the external environment that can positively or negatively affect the function of management are the economic, environmental, ethnic, legislative, political, social and technological external ones.

Negative effects related to the function of management that are manifested through internal environment are the failure to meet the basic goals and strategies of management related to the plans for expansion of the company, the failure to realise the company's life cycle, the quality and level of expertise of human resources and other elements that have an impact on the overall performance of company.

3. CONCLUSION

In Bosnia and Herzegovina, the application of new technologies in the field of management and managerial leadership has made a significant progress in the last decade. In Bosnia and Herzegovina, there has been a strong impact of traditional behaviour of managers who had performed these tasks in the previous political system. Having created the conditions for the adoption of new and modern company legislation in Bosnia and Herzegovina, the legislative authorities of the country, who are faced with many problems in the adoption of legal norms in other areas, have managed in a relatively short time to adopt the necessary legislation that has introduced a new trend of managerial relations and a new technology of the management of companies, thus enabling them to resist better to the daily changes in their internal and external environment.

Indeed, in a short period of time, on the basis of the existing legislation in the field of business enterprise and management, the companies have been designed and established in line with modern standards that have existed for many years in the countries of Western Europe; thus, today, there is no difference between the way companies in Bosnia and Herzegovina are established and function, and they way it is done in the neighbouring and other European countries. However, traditionalism and poor habits in the conduct of business, non-existence of quality managerial staff, and poor application of new technologies in the management of the companies are still the greatest problem of the functioning of companies in Bosnia and Herzegovina.

Although formal legal prerequisites have been provided for the establishment of companies, just like it is done in other European countries, Bosnia and Herzegovina will need a long period of time to incorporate, in a quality and efficient way, new methods of use of technology of management, so that through such activities, it can efficiently utilise all its resources, especially in the domain of running businesses and motivating human resources for their successful operation.

In Bosnia and Herzegovina, we need to create such an environment that would enable us to effectively apply the required managerial skills, with special focus on the skills of formulating concepts, developing plans and programmes, and working with people. Focus should be given on humane skills of management so that good relations are built with the state bodies that will enable companies to influence them when it comes to the creation of quality environment for the functioning of companies and development of management.

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ЭКОНОМИЧЕСКИЕ ПОТЯСАНИЯ КАК СЛЕДСТВИЯ ТРАНСАКЦИОННЫХ ИЗДЕРЖЕК

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Экономическая ситуация большинства стран остается негативной, а перспективы неясными. Все чаще звучат замечания о неспособности предвидеть экономические потрясения. Это объясняет разворот общественного интереса от неоклассических канонов к исследованиям институциональной экономики – одним из лауреатов Нобелевской премии по экономике в 2009 году стал Оливер Уильямсон. В соответствии с формулировкой награду присудили за «анализ экономического управления в границах фирмы», а фактически - за создание современной институциональной теории фирмы.

Среди исследований Уильямсона важную роль играет микроаналитический подход, позволяющий применять для анализа фирм концепцию транзакционных издержек. Комментируя свои исследования, Уильямсон ссылается на Герберта Саймона, когда он сравнивает естественнонаучные и экономические исследования: в естественных науках, если ошибки измерения сопоставимы по величине с исследуемыми явлениями, ставится задача найти технику с более высоким разрешением [1]. Этим Уильямсон обосновывает значимость и необходимость исследования микроуровня.

Рассмотрим классификацию транзакционных издержек применительно к организациям и институциональной среде. В соответствии с традиционным подходом выделяются прямые и косвенные транзакционные издержки. Прямые связаны с организацией транзакции. Косвенные транзакционные издержки являются производными от институциональной среды. В соответствии с классификацией Дж.Коммонса различают транзакции сделки, транзакции управления и транзакции рациионирования. Транзакции сделки являются прямыми. В качестве косвенных транзакций выступают, соответственно, транзакции управления и рациионирования.

Следует отметить, что изначально транзакционные издержки трактовались как внешние по отношению к фирме, но по мере развития научных представлений о сущности транзакционных издержек к ним стали относить и внутренние:

- прямые затраты на осуществление координации деятельности агентов, использующих ресурсы для производства товара;
- косвенные издержки, связанные с неэффективным использованием ресурсов и нарушением работниками, преследующими собственные интересы, условий контракта с работодателем.

По аналогии с косвенными внешними издержками, косвенные внутренние транзакционные издержки можно интерпретировать как производные от управленческой среды компании.

Используя определения и классификации транзакционных издержек, предлагаем объединить аспекты интеграции и теорию транзакционных издержек следующим образом (рис.1).

Область, отмеченная пунктиром, иллюстрирует сформулированный Уильямсоном тезис о том, что вертикальная интеграция является парадигмальной проблемой экономической теории транзакционных издержек. Где та граница, которая определяет наиболее эффективную организацию? Огромные средства затрачиваются на анализ эффективности интеграции и дезинтеграции. Понимание роли транзакционных издержек существенно расширяет операциональные возможности экономической науки. Оппортунистическое поведение и ограниченная рациональность менеджеров существенным образом влияют на уровень транзакционных издержек внутри фирмы. Причем влияние

распространяется и на трансакции сделки, и на трансакции управления и рациионирования. Аналогичным образом эти факторы работают уже на более высоком уровне – внешнем по отношению к фирме, где представители национальных институтов формируют политику по отношению к фирмам-резидентам. Не исключается и более высокий уровень с теми же поведенческими факторами и вполне определенными трансакционными издержками. Неопределенность существенно усугубляется при повышении уровня специфичности активов.

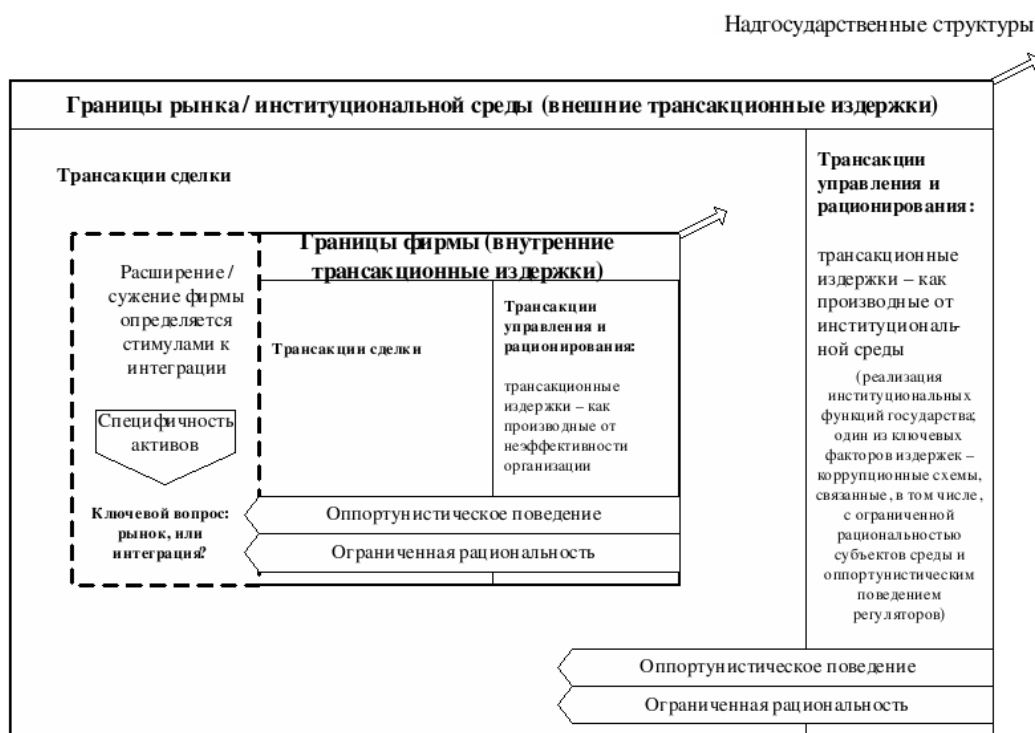


Рисунок 1: Представление о трансакционных издержках как о внешних и внутренних по отношению к фирме, добавлена классификация по Дж.Коммонсу (деление на трансакции сделки, управления и рациионирования)

Как видно из иллюстрации, и прямые, и косвенные трансакционные издержки более низкого уровня могут выступать составляющими прямых трансакционных издержек более высокого уровня. Наиболее важным моментом представляется суммарная оценка трансакционных издержек всех уровней. Неопределенность и сложность данной оценки вряд ли вызовет сомнения – существует ли структура, способная провести полноценный анализ всех факторов, включая социальные и политические, при осуществлении трансакций транснациональными компаниями?

Можно сформулировать следующие выводы:

- 1) В настоящее время существует неопределенность оценки реальных издержек любого уровня, связанная с деятельностью институтов, в первую очередь, надгосударственного характера.
- 2) Источником неопределенности служат, в первую очередь, поведенческие аспекты управляющих, принимающих решения. В частности, ограниченная рациональность и риск опportunизма.
- 3) В настоящее время не осуществляется целенаправленных исследований и оценки трансакционных издержек различных уровней. Отдельные исследования, например Демсеца в 1968г. на Фондовой бирже Нью-Йорка (NYSE), или Норта и Уоллиса в 1986г. [2], можно считать исключением, подтверждающим правило.
- 4) Существует опасность манипулирования уровнем издержек производственного и непроизводственного секторов и, соответственно, уровнем благосостояния за счет манипулирования трансакционными издержками.
- 5) В условиях «эпизодической» и неопределенной глобализации оценки трансакционных издержек любого уровня будут заведомо неполными и недостоверными.

К институтам, способным повышать рост неопределенности можно отнести в частности:

- 1) Крупнейшие инвестиционные и кредитные организации, и частных лиц, осуществляющих межгосударственные трансферты.
- 2) Транснациональные организации, осуществляющие или пресекающие распространение инноваций любых форм, включая технологии с неопределенными последствиями.
- 3) Непубличные организации, действующие в интересах отдельных государств или частных лиц.

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A WOMAN AS A MANAGER

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***Summary:** Business has been owned by men for ages. There wasn't even a thought that women could have been involved in business "reserved only for men". By their birth, women used to get so called "naturally determined place", that means that they had permanent reservation on "less important" jobs as maintaining household was. Ages have passed, and nothing important happened in terms of inducing women. "Pencil and notebook" were too far away from their eyes and hands. When they had come closer to business and when pencils and notebooks had also come closer, revolutionary changes appeared.*

***Key words:** (she) manager, gender equality, stereotypes*

1. INTRODUCTION

Gender equality means equal representation, power and participation of both genders in all fields of public and private life. [1] Gender equality is one of crucial factors in managerial works. Equality doesn't mean that all of us should be equal, but means that we all have to get opportunity, regardless our gender, to show our abilities and get to certain position, although the methods and the way of working differs among each other. The position of women in society differs among different countries. Breaking down stereotypes of women in business world is the fastest in Europe. In the same time, traditional countries have very small number of highly positioned women in enterprises and politics (women's enter into rather closed men's circle doesn't mean changing of attitude in the society, but necessarily changing of a woman herself). However, the number of employed women managers, in the whole world, has been increasing from year to year. It can be said, even, that in contemporary society important increase is realised in terms of women emancipation, in all the fields and in all areas.

2. BRIEF HISTORICAL POSITION OF WOMEN

Although there are no written tracks from the time of hunting / collecting economy, in accordance to some remainders from that period (stone figures) we can conclude that women in that period were very appreciated and had equal position with men, even maybe privileged. About ten thousand years BC, in the period of the first neolith revolution, the period of working of the soil by hoe, had started. It is considered that just a woman had found hoe and that working of the soil had been her work. Archaeological findings from that time justify that the first davinites were of female look, and that is where we can see that woman was appreciated and admired. The second neolith revolution (between six and three thousand years BC) brings great technological improvement – a plow as a tool for working of the soil, boat for moving on water, usage of animals', winds' and waters' power for drive. It was then when demographic progress appeared, tribes making their permanent settlements, slave holding appears and accumulation of goods, classes are formed. In that period, women's degradation appeared. However, the situation was not the same in all tribes, for example women position in Egyptian tribes was better in comparison to their position in Sumera tribe.

In antique towns, a woman was limited on house holding, and that is how the process of women's digression from public life started, from the centres of economic and politic power. That is a little bit paradox situation having in mind that Greek mythology was full of figures of female divinities. By appearance of monotheistic religious (and almighty God in the figure of a man, and who "sent word" to a man), degradation of women decreases to the lowest point. Biblia saga themselves talk a lot about relation toward a woman and her dependant position in such a medium.

In prephedual period (V - IX century) all important and incentive rights to women were denied. As the most important denied right from that period was the right of a woman to come into the church hierarchy (to be bishops). The women were left the area to participate into the establishing monasteries and to broaden catholic belief. As abbesses, queens, princesses, they participated in children's education, did missionarie work and conversion into the Christianity. In the beginning of the pheudal epoch (X and XI century) women recoiled a part of their power, naturally only selected ones and those who had some special conditions (wives, sisters and daughters of kings and princesses). Byzantium especially was distinguished one for the number of queens and literate women dealing with social works. The peak of pheudalism (XII to XV century) again put women far from public life. A celibacy in the catholic church, forming of centralised states where the permanent state services were given to men, trade development, state schools, all of that made women away from those fields. In all the fields of life and activities (economy, religion, politics) the role of a woman became narrower, but they did not accept that without resistance. The inquisition sent thousands of women on bonfire with the excuse that they dealt with sorceries (a period known as persecution of "witches"). To justify that cruelty there is a data that midwives were commanded to sacrifice women during the child bearing, and to leave the child. In that time women were also abolished the right on heiring and so they were totally deprived.

In the age of renaissance women tried to recover their rights. They started gradually to take participation in art and culture period of that time, but very often without any recognition of their work (anonymous artists or the deed was known as the one made by a man). Only by development of bourgeoisie (XVII and XVIII century), women take part in social works (trade, crafts). Women became important labour power in the XIX century, important part of working class, and that represents the first mass out of women into the social scene. They started dealing with humanitarian and benevolent activities. It was then when the first feminist move appeared in France, the one which fought for politic and economic rights of women. Soon, the first international council (*Međunarodni savet žena - International Council of Women - ICW*) in Washington in 1888, participated by 66 women (8 from Europe). Twentieth century indicates women's start for their all rights. Before all, they fought for their politic rights (only 21 countries in the world after the First World War gave right to women to vote). Revolution in Russia brought hopes and encouraged further fight for women's rights all over the world. A fascism flurry in the first half of twentieth century disgraced the women's position again and annulled all the results which they had achieved during the process of liberalisation and emancipation. After the Second World War the fight for rights and position of women started again. In the period from 1965 to 1980, neofeminist movement was being developed, the movement which asked for breaking down the borders between private and public life, women participation in the field of culture, education, right to work and equal rights in work, participation in the politic life. Regardless the important progress in women's emancipation in the second half of XX century, it can be stated that even so the women were left many areas to fight for in order to have equal status with men. The fact that women part of population has stronger power, in comparison to someone's opinion, and that this XXI century, I am convinced, will be the period when women will conquer for deserved position in society.

3. STEREOTIPS AND WORK DIVISION

Gender roles, as well as many other roles, we adopt in childhood as obligatory process of socialisation. Traditional gender roles are very often based on stereotypes and prejudices and haven't got any justification in the real life. Accepting traditional gender roles, has big influence on the future of an individual, having in mind that by this implicitly some other roles or divisions are accepted. That way the division on "men and women work" is accepted as well as everything that goes out of it.

There are many types and shapes of women's remove from contemporary conditions to the margin of the society. That starts from the birth itself (wish to have a son), and it continues in the childhood through education and preparation for "women's works". In our area (first of all I think on Serbia and then also on some other surrounding countries) the most often we can listen to talking that a woman is supposed to be good mother and housewife, by what it is clearly and precisely defined the role of the woman. Such attitudes are often explained by biological and physiological differences between women and men. In such society, a

woman is expected to be passive, obedient, to push into the background her wishes and not to be exposed in public. Women deviation from the given role very often meets the resistance of the medium she lives in.

3.1. Domination - submission

On the level of human history, huge problems which appear due to great number of differences could be seen. However, the difference which is for sure present in all the cultures, and I give the right to myself to call it the most basic difference, is the one existing between men and women. In the most cases where a difference exists, is also factor of inequality – inequality of different kinds and from different sources, but mainly it is the question of inequality of status and power. That so called permanent inequality, called subordination by sociologists, is unfortunately determined by the human birth itself. Criteria may be race, gender, class, nationality, religion and other characteristics given by the birth. When a group is once defined as the inferior one, superior ones aim to mark it as defect one or incapable in different ways. So, for example, Negroes are considered as less intelligent than white ones, for women it is assumed that they are ruled by the emotions and so on. For dominant group it is difficult to think that some of subjugated is able to do preferred activities. What is more important, subjugated ones are difficult to believe in their own abilities. Myth on their unfitness to do some highly valued tasks is under the question mark only when some drastic happenings appear, those which demolish totally all usual arrangements. Such demolitions are usually caused by something that comes from some existing relation, for example the situation in the Second World War, when “incompetent” women suddenly started to manage the factories skilfully. [2]

4. WOMEN’S POSITION IN CONTEMPORARY WORLD

Very lively debate has been going on relation between economic systems, relation between genders and social classes in feminist literature and in modern anthropology. All of that started from marxistic Engel’s work division in accordance to the gender¹ and which is based on theory that the unpaid working staffs are given tasks of working in households and breeding children. The critics of such work division in accordance to gender is based on the argument that not accepting women’s work hide real economic contribution of women (women’s house work gives basic services in terms of reproduction of working staff and all of that for free!).

Great changes in social position of women had started after the First World War and after the Second World War they got massive dimensions. Democratisation of education and process of economic and legal gender equalisation caused important changes in the social position of woman and her role. Education is a process where the promotion and success of women is realised, that is the only secure instrument of her “survival” in the main social streams. When uneducated or not enough educated man has many ways to affirm himself, to get the power and influence, uneducated women can rarely make that. Thanking to education and legal possibilities, women’s employment and exposing in the public increase not as short term necessity but as life determination and as important contribution to society’s development, higher equality of genders, social productivity, better social and economic position of a family and an individual.

Nevertheless, there are principles and mechanisms stopping the success and progress of a woman, even in education, addressing her to the marginal paths in society. The inaccessibility of educational institutions (faculties are everywhere in the world luxury nowadays – there are small number of families which can pay minimum € 1000 for schooling) in many countries leave women out of that important mean of social and culture promotion.

5. FEMALE MANAGER

Economic removing of women is expressed in her dependence on her husband and his income in cases where women were unemployed. At employed women, very often it happens that they are less paid than a man, for the same type of job. Nowadays, there is more often “usage” of women by companies and agencies as means for reaching wealth and profit (“show” business, advertisement, modelling...). Management is a place where men’s domination is realised. Famous and successful managers are mainly men and they “keep” that area for themselves.

However, in eighties of the previous century, women appeared as important persons in the field of management. For only three decades, they reached to be great power in the contemporary business world. The

¹ Engels considered that the work division through genders is natural

one of the reasons for that is Regulation book / The Law which recommend legal employment (without discrimination toward women)², and the other one is changing of the attitude toward women in the working place and wish of the companies to make good picture of themselves by employing qualified women on managerial places.

Prejudices on women and business in management are being changed, slowly, but the barriers are being demolished. Although she is created as emotional and physically weaker being in comparison to men, a woman possess features which give her advantage in the world of management. Women are more interested in communication and collaboration, are fond of sharing feelings and thoughts, and very often they rely on intuition, what all together positively influence to organisational climate, and by that on the image of the firm.

5.1. She - Managers Vs He - Managers

The most important thing in marketing is communication skills, and so many women are taken as successful managers because they already have better communication skills than men, that means that they have better ability to send and receive information, thoughts, feelings and attitudes by verbal and un verbal signals. The pattern of women's behaving is based on balance of their own interests and interests of other people, and so women take care about the relations of the cooperation, and not individual advantages. From those reasons women conduct not intrusive style of management, so called soft management, which is often very effective and more accepted in contemporary business.

In accordance to a man, a woman has better ability for perception, especially for small details, as well as ability of intuitive recognition of the needs and feelings of other people, what give her additional advantage. The brain of a man is highly structured with differentiation between his right (seat of emotions) and left (seat of rational thinking) hemisphere, while the brain of a woman is less strictly structured. [3] that is why women possess the ability to pass from one to the other hemisphere and they are more sensitive on context and receiving the information. That is why they are possible to pass the information from one to the other hemisphere, women have more comprehensive way of thinking. Combination of emotions and sense is often important for solving some complex problems. Taking into consideration it is not my aim in this work to proof that women are superior beings, nor VS, I addressed the simple question to my friends – IN your opinion, who are better managers, women or men? – In accordance to their answers, I conclude the following:

- those who were working mainly with men – appreciate cold blooded, rational, competitiveness, persistence and similar
- those who were working with women say that women can change beliefs and attitudes which cause stress, they are more tolerant, more flexible and more patient and so more successful in meeting the challenge.

Women are educated to be expressed and socialised in order to meet the needs of a family. Knowing that they have maternity instinct, it can be considered that they can be more interested in education and provide of needed characteristics than men for an organisation and they are more interested in long term harmony and maintaining the organisation.

6. CONCLUSION

Removing of women starts even before their birth (in the fetus). That is mainly “spiritual” removing through the wish to give birth to a boy, to have the first “male child”. Researches, on the world's level, indicate that even nowadays, when “modern civilisation” already came, parents more often wish to have a boy than a girl. With such a welcome in patriarchal world, her removing had been continuing in the childhood. Advantage and better position in a family is given to a boy. [4] Through such type of sexual socialisation, women are put in situation to appreciate men rather than women, that mean then themselves, and to accept that as something natural way of life in family and in further relations in society. Continuing that, learning of “women's roles” through the process of being identified with a mother, whose place is in a house, in private atmosphere.

Regardless the important improvement in women's emancipation which started in the second half of XX century, it can be stated that there are still many areas where women will have to fight for the equal status

² There is discrimination toward women, they are especially faced with huge problems when they follow managerial carrier:

1. For progressing on the manager scale – continuity of working is needed. At the great number of women, that continuity stops for the time of their pregnancy and maternity leave,
2. In many countries there is a problem of not having some exemptions for mothers who work,
3. Problems of valuation and progress are especially present. Women managers who work the same type of managerial works as men, are less valued (mainly less paid) and it is extremely hard to make some progress.

with the men. They are still removed from the main social flows in many countries of contemporary world. The cause of such position is in not equal division of power within the society, and the source is by great part in traditional culture, patriarchal consciousness and economic undevelopment of a society.

For contemporary woman there are many temptations and stops for her freedom, emancipation and affirmation in society. A woman finds herself in antagonistic and paradox situation, on the one side her role is permanently being proved – as the pillar of family and social life, and on the other side there are many numerous trials to remove women from the main flows of society and to deny her importance, role and influence in the society. For a woman, nowadays in the XXI century, there is still “Bible question” if she could be born: The God “sends” her, but a man (some cultures and traditions) prevents her coming on “this world” or makes her some unpleasant “welcome” which follows her through all her life.

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EXIT FROM CRISIS IS UNSEEN, AND MORE OPEN QUESTIONS OCCUR

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***Summary:** World financial crisis has opened many debates. This article tries to answer the relationship between the neoliberalism and the state, the importance of the bipolar prescription of exchange rates and the rebuilding of the new financial system.*

***Key words:** neoliberalism, state, financialization, corner hypothesis, exchange rate, intermediate regime, behavioural theory, economic growth.*

1. INTRODUCTION

« Regulative (financial) which respects the national treasure can speed-up the globalization more than ambitious plans neglecting »

D. Rodick

Hypothesis credit crisis in USA has quickly transformed in global financial and economic crisis and led the world in crisis. Besides engagement of all international relevant subjects in finding ways and creating conditions which on short and long-term will minimize creating conditions for erupting new global crisis opened some new issues directly connected to the economic theory.

Although there are numerous issues, this article will emphasize the next: what will happen with neoliberalism, what will be the role of the state in new global economy, will the financial issues be changed and in which direction, i.e. is the corner hypothesis justified (bipolar prescription) related to exchange rates regimes. The last issue is relevant among others even from the economic growth aspect.

2. NEOLIBERALISM AND STATE

Neoliberalism is economic system organizational concept which contributes to globalization dynamics at the end of XX century. Its basic ideas are mostly connecting, justified or unjustified to the paradigms of so called Washington consensus, although its primary creator is considered M. Friedman. Paradigms of Washington consensus were articulated through occurring the depths crisis in 1980's and although were initially purposed to the countries with the burden of international depths, they were applied also to the countries in transition. In implementation of «conditioning» IMF used them for approving financial support to the countries meeting balance of payments obstacles. It was founded on deregulation and privatization, on external trade liberalization, which will expose itself on global level and through Uruguay round of multilateral meetings in WTO. It was founded on abolishing exchange rates controls and liberalization in financial sector, on decreasing state deficits, mostly by decreasing educational and health costs.

Applied concept in developed countries in the scale implemented had as a consequence stable rates of economic growth, relatively stable movements in exchange rates, low inflation rates and unemployment, impressive external trade growth and world of finances.

Implementation of same paradigms in the countries in development and in transition has various effects: high inflation rates, inadequate policies of exchange rates, delaying in economic growth, poverty increase, but also appearance of anti-americanism and anti-corporativism and pathological ideological effects, expressing in terrorism strengthening, as well as erosion of social moral, mostly expressed in corruption activities.

ZUR raised their share in world trade, but are still confronting serious economic and social problems because of unsolved depth crisis, because of volatility of raw materials prices on the world market, protectionism on the developed countries markets, poverty increase and diseases. Countries in transition, from their side, because of inbuilt state and law legislation absence, and forced speed in economic system change, entered in complicated economic, political and social relations, which were successfully, more or less, solving these issues.

Dilemma whether the transition is to be gradual or is necessary to use «cold shower», is quickly solved with the second option. «Market fundamentalism» (Stiglitz) has already become leading ideology.

Delaying in Latin America countries has led to populism strengthening and left wing ideology, but also to emphasized anti-americanism and anti-corporativism (MTK and IMF was noticed as main representatives of such ideology).

Anti-corporativism is consequence of leading subjects behavior in international investment flows, MTK, even they essentially have changed their behaviors and were not directly, as previously, interfering in capital import countries internal issues.

The fall of USSR and Berlin wall contributed to widening of neoliberalistic ideas and possibilities of exposing, because appropriate political ambient against socialism was created, especially in the countries of Mid and Eastern Europe.

The financial crisis in USA and GB in 2008 showed market weakness to stop undesired movements. Neoliberalist proponents were explaining the crisis as a world market cyclic movements. Causes were searched in excessive state involvement in economic life. Others, which already had critical relation towards the Fund and its policy (Stiglitz and others) were pointing to necessity of changes and taking more attention for every country specifications, as well as loss effects of market fundamentalism. IMF from its side, started to lose its significance (great number of countries return depths even before deadline, and new countries did not ask for additional finances), and started thinking for need to change. It initiated creating new financial reliefs for crisis situations, pointed to need of entering dialogue even with less developed countries, creating more attention of real movements, increasing own financial force by quota increase, and accordingly the election rights of countries members, etc.

On international plan, G-20 obtained key role even in the first phases of crisis solutions, and IMF long-term important function as a financier, but together with FSB to assess the movements on global level in early phases, which can lead to crisis, and to provide with warning signals. Quotas will be changed by 2011 and it is probable that the new players on the world market, especially the BRICs¹ countries will gain on weight. It is decided, in order to increase international liquidity, to pump 250 billions SPV, and as additional finances, in the name of financial help to the poorest countries in development, to process with golden reserves sale to IMF. While approving the financial support from the new financial reliefs, IMF will change the strategy of conditioning, which will be ex post for the countries, qualifying because of their good economic policy and development in reforms to obtain additional finances.

In order not to give up the free trade concept, exit is seen in insisting to speed up the multilateral trade negotiations in Doha, and in accordance of G-20 to apply sanctions on the countries which include additional protectionist measures.² That is why WTO is authorized to follow trade measures that countries are importing or applying.

So-as restriction in external trade exchange could have worrying negative effects, especially on the countries which economic growth is highly exporting dependant, shows the world input indicators, i.e. decreased demand which brought to dramatic fall of external trade. Growth of world output from 3,7% in 2007 fell on 1,7% in 2008. It is the highest fall after 2001 and noticed growth id under ten-years average, which was 2,9%. World trade has experienced annual fall of 33%.³ In 2009 estimated fall, comparing the 2008, was 9%.⁴

¹ Brasil, Russia, India and China

² Latest protectional measures are introducing the prohibitive customs in USA on car tyres from China. Custom is raised from 3% on 40%. Based on reciprocity, China announced introducing similar measures on import of US chicken meat. That is one, surely not the last example of protectionism strengthening, and according WTO opinion, it is still not of worrying scale.

³ WTO, World Trade Report 2009.

⁴ WTO Annual Report 2010.

According to WTO, the world trade fall is caused by few reasons: demand decrease which came very sudden in all regions, global suppliers absence in the total world trade, decreased finances for trade financing and protectionism growth or protection measures increasing outside the WTO regulatives. World crisis has led to slowing down of investment flows, mostly because of M&A slowing, but also because of investment policy changes in the aspect of investment limitations (security reasons), which certain countries have imported.⁵ G-20 are participating with 78% in SDI global inflow, and 85% in SDI outflow.

World trade development and decreasing or «obstruction» in introduction new protectional measures are of key importance for world output growth. Dynamizing the trade flows will be very suitable for the poorest countries, which as side players are under greatest impact. Further development delaying will have as consequence discrepancy increase in development, what necessarily initiates social consequences, such as violence increase, illegal immigrations and all other negative following consequences.

Because of deregulation and liberalization state was suppressed for years, and its role was minimized. It was considered that market is the supreme and best arbitrary. As it happened that it is not the case in the current crisis events, in most liberal countries USA and GB - the state had interfered quickly, in order to stop further distortional effects and «disease effects», financially supporting most threatened financial institutions. In the cases when it was not sufficient, a buyout in USA, i.e. nationalization in GB came on the scene. However, not only these countries were taking protection measures, but others too. Those were the measures in paying off the loans of corporate sector, state actions of overdepth companies have been sold (France, USA) or closed using the sunset clause, or simply leaving certain production programs (Canada, USA, Great Britain). Great Britain, USA and Germany have been establishing «bad banks» or public private partnership in which they transfer the toxic active capital.⁶

USA started the most radical financial system reform since 1930's what shows how deep the crisis is.⁷ D. Rodick⁸ states: «If we could learn something from the crisis, it is that financial regulative and supervision must strengthen. It might seem that we need stronger global regulator, let's say obligatory international behavior codecs or even international financial regulator. « He undoubtedly evaluates that Bazel II can not play the role in the moment given, which is anticipated (because it occurred on the compromising basis above devastated Bazel I), because its implementation will lead to system's risk increase, but he does not see whether the IMF could take over the function lender of last resort. He has opinion that countries, depending on their development goals, differently look for «efficient limit» of own financial institutions placement and conclude that «global financial regulating is not possible, neither desired, neither wise ». In that sense, it could be concluded that it should be the national regulators, depending on the country's specific characteristics, to regulate own financial system and behavior regulatives. Rodick stands for financial segmentation, which is other side of regulatory fragmentation.

These ideas which were not single, point to necessity that state role in regulator's and supervisor's role strengthen, with less conformity and with strengthening specificities, what is in contrary to paradigms of Washington consensus. Of course, these measures must not be against other nations interests or other international codecs, since existing or if they are brought up.

The issue that can be concluded from G-20 attitudes is in other direction's approach. From the G-20 report from Pittsburgh, September 2009⁹ thoughts are in the direction of strengthening global standards, which by its contents should be of more quality. They should be applied on global level in order to provide game regulatives and «stop market fragmentation, protectionism and regulate arbitrary». Idea launched is that by 2010 regulatives will improve, concerning the quantity and quality and great leverage will be avoided. Agreement that Bazel II regulatives should improve by introducing international level standards for ratio leverage is reached.

3. FINANCIAL SECTOR REGULATING

If there is no dilemma for the demand of financing sector regulating, i.e. there is agreement that better regulation is needed, and not more regulation, from the other side is very hard to response on which way to regulate not to increase the system's risk, and also to minimize conditions for new crisis occurrence. Task is even harder if have in mind that it is great number of economists, doing finances, that imply subject's

⁵ Many developed countries especially from the group of developed countries have limitations of this kind in activities they think are of strategic or security importance.

⁶ OECD, WTO OMC, UNCTAD, Report on G-20 Trade and Investment Measures (sept 2009 to feb 2010), March 2010.

⁷ Randall, Dodd, Overhauling the System, *Finance and Development*, no 3, 2008

⁸ D. Rodick, A Plan B for Global Finance, *The Economist*, March 14, 2009.

⁹ G20 Leaders Statement: The Pittsburgh Summit, <http://g20.ca2009/2009communiqué>

behavior on the financial could be explained by «animal instinct», rather than the behavior of investors as homo economicus.

Kaines first mentioned the existence of animal instinct in economic behavior, while R. Schiller¹⁰ and G. Akerlof extended this idea identifying more elements of the animal instinct. According to them, it is the trust, corruption, justice, money illusion and «rumours». This implies on complexity which the regulators are in general, but also for the need to find the right balance between state authority and the market.

Derivates trading on WTC market went under the critics and how G-20 is suggesting, trading should be processed on stock markets or electronic platforms, and transactions should be executed in centralized manner. Offshore centers and hedge funds will be put under control. News which is to be announced is the way how on international plan to affect on systematic important financial firms, engaged on transborder business, as well as in providing legal framework for interventions in crisis situations. There are no clear ideas on the way how to confront negative business effects in areas of tax safeheaven, money laundry business, terrorism financing and corruption.

Problem is financialization which is characteristic of globalization and technology development. Financialization should be defined as system trying to convert all the exchange values (touchable, untouchable, present and future) in some financial instrument. Problem occurs when investing in financial transaction becomes taking out values from the already created values, what creates possibility for volatility and radical deviation of financial instrument values from their real values. Having in mind that profitability is correlated with speculations. Financialization influenced on capitalism self-destruction, which i.e. expressed in much lower ratio investments in GDP, notified more in decades in the OECD countries.

Exactly this issue expresses obstacles in redefining financial system, because the world is facing financialization on one side which certainly caused the current crisis, and from the other side there is a fact that the financial sector is most important for growth and real sector development. How to calm the speculative urge of the financial sector and demands for financial means to exit the current crisis? Another very important challenge is how to improve risk management on micro level, when the current methods, hedging and diversification showed up unsubstantial in this crisis?

4. «CORNER HYPOTHESIS» JUSTIFICATION AND CONSEQUENCES

In accordance with exchange rates theories, country which is determined to lead fluctuating exchange rate policy has no need of exchange currencies storage, because this exchange rate system by automatism provides balanced states in the balance of payment. From the other side, fixed exchange rate has positive effects on inflation, but is definitely confronted with «impossible trinity». Currency crisis from the end of XX century were occurring in countries choosing that type of exchange rate regime. While choosing the fixed exchange rate, countries are obliged to hold high exchange reserves, what is not necessary in the case of choosing fluctuating option. However, although having known the theoretical suggestions, China, and other countries with markets in development have accumulated high exchange reserves. Between option whether desire fluctuating option, or high exchange reserves, they decide for both options. It turned out that the high reserves, although placed in low-risk placements necessarily having the low income, have enabled those countries to avoid undesired devaluations, but in same time provided needed liquidity in the global crisis of liquidity.¹¹

Choice of exchange rate regime will be a challenge for most of the countries, because among the bipolar system in theory, an intermediate regime was formed in practice. Since we talk about connected exchange rates (peg), not only one, but more currencies, researches showed that they equally produce good results in providing balance and low inflation rates, as the fluctuating exchange rates, bring to low volatility in exchange rates movements and greater market openness. They are equally good for economic growth and for the fluctuating exchange rates, with condition to avoid exorbitance which have as consequence decreased competitiveness. However, sensibility on «impossible trinity» remains, and on credit boom it is the same as in leading policy of fluctuating exchange rates.¹²

¹⁰ R. Schiller is one of the most representative persons of behavioristic schools in finances, starting from point that movements on financial markets could be understood only if other scientific notions are included in analysis, such as psychology.

¹¹ Jeffrey, A. Frankel, What's In and Out in Global Economy, *Finance and Development*, no3, sept. 2009.

¹² Attish R. Ghosh and Jonathan D. Ostry, Choosing an Exchange Rate Regime, *Finance and Development*, dec 2009.

5. CONCLUSION

Long time ago world is not ideal place. Every crisis, including this one, has showed many weaknesses. Weak points are also some of the great players on financial markets, threatening them with strong regulatives within years, but without concrete actions. Those are offshore centers, ideal place for money laundry, but also for legal terrorism financing and other destructive issues, such as uncatchable hedge funds with their speculative attacks, destructively influencing the financial system stability. There is also weak regulative and supervision, on national and also on international level – especially on international level, having in mind that the regulatives are based on compromise and with no obligatory power.

Is the world now in the situation as it was in 1971? Having in mind very aggressive engagement and efforts of maximal coordination actions of all international actors, it could be concluded that the challenges are quiet great and that the global economy is in serious crisis.

Which changes are to be expected?

It is obvious that neoliberalism has failed. That doesn't mean that liberalization as concept is dead. Change in IMF conditioning, financial support to Internationally developing banks and financing trade, show the increased consciousness in the developed countries that globalization as processed could not survive, if the world continues to be classified on winners and losers (neither results of UN Millennium Goals are not impressive, and HIPC and other initiatives did not, because of forcing neoliberalist approach, show expected results). It is the fact that in the future G-20 will decide upon the global world problems, and not G-7, what is pretty significant change on political and economic plan.

Exchange rate regime choice will be a challenge for great number of countries, because in practice besides bipolar prescription a lot of other intermediate regimes showed up, which effects on key macroeconomic indicators are not weaker than the fluctuating exchange rate regimes.

This finding will probably influence on IMF suggestions which are found in the problems with unbalanced situations in external accounts.

The toughest is to find adequate solutions for financial system, because the last decades produced proliferation of instruments and proliferation of participants and market is «working» 24 hours on the whole planet. Are the derivatives main reason or initiating capisle, or the main factors are the banks, leaving their traditional behavior rules, or both? Are the hedge funds business mechanisms, contributing in very small amount to this crisis and mostly were losers in it also one of the main perpetrators, are the offshore centers in this group if known that the most of transactions is processed on onshore centers in New York and London? Or the crisis is a consequence of all participants acting in financialization circumstances? Is it real to expect that banks will leave aside significant volume of unemployed finances on the name of security in the crisis occasions in financialization circumstances? Is it real to expect substantial international cooperation in supervision when crisis overcomes?

It seems that Rodick is right when mentions the importance of national regulatory authorities. Crisis had not same intensity and same consequences in various regions. As a consequence, monetary, fiscal and economic policy measures can not be the same. Moderate growth which some of developed countries have is consequence of vaste state financial support, and not bringing back banking sector to it sprimary functions. Which and when will the «exit strategy» happen? Will the crisis complicate the economic situation in PIGS countries? From these and answers on many similar issues the quality of corporate management in the future will depend.

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MEDIATION AS A CONTRIBUTION TO DEVELOPMENT AND SECURITY

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Summary: *Alternative dispute resolution includes a variety of solutions that are alternatives to the judicial process. Application of alternative dispute resolution, a large number of cases resolved prior to trial or to assist the parties perceive their interests, their relations and analyze possible outcomes of the judicial process. With the introduction of alternative dispute resolution, mediation, led by increased efficiency of the judiciary, facilitate access to the judicial system, and significantly contributes to the development and security in the business. Alternative dispute resolution experience shows that mediation is the most appropriate way to resolve commercial disputes. Most commonly used in construction and insurance, where the length of the dispute and court fees compel parties to seek easier and faster dispute resolution, and disputes that are against the big companies because the potential long-term trials significantly violated the company's reputation in the market.*

Key words: *Alternate Dispute Resolution, Mediation, Development, Security, Economy.*

1. MEDIATION AND ITS BENEFITS

Keyword mediation comes from the Latin word "mediare" which means to intercession between two parties. This concept was first introduced in the professional use in the United States, 1970. Mediation is an informal, non-committal proceedings in which a third, neutral person - the mediator helps the parties negotiating and agreeing upon demand agreement resolution of the dispute. In a word, mediation is a intercession between the parties by a third, neutral person, to bring these parties to communicate to the established communication built a different relationship between the parties and establish a new connection on which the solution of their problems lie.¹

Mediation is most usual applied procedure for alternative dispute resolution on the world. Implies a process in which a neutral person - the mediator assists the parties through negotiation and bargaining to find their own solutions and reach agreements that will resolve their contentious relationships and be acceptable to both sides.²

Mediation procedure takes one mediator unless the parties agree that the process takes more mediators. Mediator is a neutral third person who is outside and beyond dispute, and which mediates between the two sides to resolve their dispute.³

During the Mediation process, each party may change its position, explain how it affects and how to resolve the dispute and satisfy the interests of the party. Mediator will listen carefully to the party, direct them towards the common points and assist them to reach an agreement.

¹ Gordana Mihailovic, Mediation in the Second municipal court in Belgrade (Belgrade: Law informant), page 2.

² First Municipal Court in Belgrade, http://www.prvisud.com/medijacija/poziv_za_medijaciju.asp

³ Municipal Court in Nis, Mediation, http://www.opstinskisudnis.org/segment.php?id_meni=31

Mediation is favourable for the parties because the parties themselves come up with a solution of conflict, which increases the chances to respect agreement, mediation creates a positive atmosphere in which the opinions of the parties respect and helps build relationships, fast and efficient, the information disclosed during mediation are confidential, and much more is cheaper compared to other dispute resolution procedures. Experiences of countries in which the mediation developed have shown that even if the parties fail to reach agreement in mediation process in the later stages of dispute resolution and court proceedings easier to find the solution to the conflict.

Mediation is possible in disputes in which the subject requires economic disputes, compensation, debt, all financial claims, double and twin achievements of disputes, maintenance, labor disputes and other disputes that are not in conflict with legal regulations forced.

The advantages of mediation are large compared to other ways of resolving disputes, and in relation to the very court proceedings. The procedure is an informal mediation process and is adapted to the interests of the parties. Statements and their proposals in the process of mediation for dispute resolution by giving informal, and the record is not water. Decide by itself what will be discussed in the mediation process, as well as what will be agreed. The advantage of mediation is that it allows parties to resolve all contentious relationship, not just the controversial relationship in this case that amounts to mediation.

Mediation allows the parties to the dispute to come to justice within a reasonable time because the dispute would in a regular judicial procedure lasted for several years to resolve through mediation within a few hours. Experience in the world show that 80% of mediation within an agreement. This success stems from the fact that the party's decision to bring the mediation and the degree of their involvement in resolving the dispute mutual higher than in normal civil proceedings. Even in cases where an agreement between the party mediation parties to the conflict provides an opportunity to resolve the problem, and mutual understanding attitudes.

Mediation saves time and money that the parties paid court costs.

Mediation reduces the unpleasant tension. Agreement reached through mediation result mutual let up and mutual good will of the party, and there are no winners or losers or require state coercion.

Mediation, as a relative novelty in resolving disputes between the parties should become available to everyone, known and recognized alternatives to conflict resolution.

Basic principles (principles) of mediation are:

- **Voluntary (agreement)** - that the case addressed in the process of mediation is necessary consent of both parties. This consent is necessary during the whole process because otherwise the party may withdraw at any stage of the mediation process, which would be the case back to a regular civil action.
- **Privacy** - the mediation process is strictly confidential and information issued in the process of mediation can not be used without the consent of the parties in other proceedings in any amount to the public.
- **Neutrality** - the mediator as a third party must have equal rights and equal access to the parties to the dispute, and must be devoid of all prejudice regarding the dispute and the parties to the dispute.
- **Interests** - provides an opportunity for mediation to the parties based on their interests negotiate resolution of the dispute and reach a solution that will achieve those interests.
- **Focus on the future relations** - the process of mediation is focused on the maintenance and establishment of future good relations with respect to both parties search for mutually acceptable solution.
- **Privacy of the proceedings** - the process of mediation to the public is excluded. In the process of participating parties, their legal representatives and attorneys, and a third person may attend mediation only with the consent of the parties.
- **Urgency** - urgency makes this process faster so that disputes are resolved much faster than the classic civil procedure. Mediator shall schedule a hearing within one when he received the item. Speed makes mediation process and a lot cheaper than the regular civil proceedings.

2. MEDIATORS

Mediators are professional, impartial and neutral person in whose credibility believe all parties in the conflict. Law on Mediation, provides that a mediator may be judges, lawyers and other prominent expert who meet certain conditions, in accordance with European standards. All mediators, undergo rigorous selection process and training.

Mediator in the process is neutral and impartial third person, that stands outside and above and mediate the dispute between the parties, facilitates the process of negotiation through mediation and negotiation to a reasonable conclusion of the party came up with a solution of the dispute that will be acceptable to both sides. The task of the mediator is to make the decision for the parties to the dispute but to assist the parties in conflict to recognize their own needs and interests, insight into what I can expect in the future and negotiate the best possible solution that is acceptable to all.

Communication skills, negotiation and mediation necessary in mediation are: active listening skills, skills to express their needs without accusations, criticism and labeling others, negotiation skills which directs the process towards a positive outcome of the re-establishment of trust, procedures and rules introduced in order behavior and relations between the parties in the mediation process. Mediator as a neutral third party has two basic roles in the process and to manage the procedure and encourages the parties.

3. PREPARATIONS FOR THE MEDIATION AGREEMENT

The basic principle of mediation is voluntary. Mediation always initiate party, or one of the parties. The Court may propose to the parties to attempt to resolve the dispute by mediation, but is always on the parties to initiate the procedure itself or to contact the mediator.⁴

In disputes in which the party wants to sue the other party, but only to try to find a solution to the conflict, it is enough to get in touch with a register of mediators or mediation center, and a mediator will contact the other party to obtain approval to start the process.

In preparing for mediation and preparation of inputs and checking the space for conducting the mediation, providing an open phone line for consultations with principal when it comes to commercial entities or the attorney for clients who wish to, office equipment and supplies, the conditions for making agreements and the similarly. Venue of mediation should be neutral as the center for mediation, the office of mediators, and the like. It is possible to schedule a mediation in the offices of one side if both sides accept. Space for mediation should be room for a joint meeting and separate rooms for meetings. Mediation procedure usually takes one, but the parties may agree that the process takes longer then the mediator and the process is called co-mediation.

The criteria that the parties should bear in mind when choosing a mediator are: name a mediator who enjoys his middle of his training and experience, the height of remuneration and lack of conflict of interest.

Mediator may not be a lawyer, but it must be someone who, regardless of their profession has the knowledge and skills leading the mediation process. The essence of mediators job is not to allow this process to convert the hitting, but unfortunately the majority party in a hurry with the demands that are unacceptable to the other side, and also result in unacceptable option. Mediator role in the process given the option to someone who needs to introduce new rules and procedures focus on new options that could result in a solution. Options are possible solutions to disputes in which parties' interests could be met. The task of the mediators is that the initial options that are both imagined and which are unacceptable to that other, develop a process to identify the direction of the interests of each party individually, and the issues that these interests can be satisfied will bring the party to develop more acceptable options for the other one side. Mediator is linked to the principle of neutrality and can give expert opinion in connection with the dispute, but may provide additional information from the domain of his profession, which will facilitate the negotiation.

In facilitative model of mediation which was accepted in Bosnia and Herzegovina, the mediator focuses on the process that allows customers to move through the options to solve the case. He can not propose a solution to the dispute.

Formally speaking in Bosnia and Herzegovina, an agreement within the mediation process is called a settlement agreement and is sufficient to meet the conditions required for enforceability documents. It is desirable that the settlement agreement is detailed, accurate, clear, and that is used in its drafting language that is completely understandable to the parties. Agreement on the settlement should not leave the place any dilemmas.

⁴ Vesna Dasović-Marković, "Mediation in Bosnia and Herzegovina", Sarajevo, 2008., 18th page.

Agreement on the settlement by law to be eligible for execution, which means that they must be accurately identified by the names of parties, subject, type, scope and time to meet obligations. It is desirable for an agreement that specified the content in detail and agreed manner of execution.

Parties are free to dispose of all parts of their dispute, and if I can not agree on all of them, the parties may conclude an agreement that partially resolved their dispute, the true definition of parts of which have agreed and what has remained controversial. Agreement drawn up the party with the help of a mediator, but it is often necessary and welcome professional assistance of lawyers. The agreement must be signed by the parties and the mediator and signed by both parties' lawyers and even if they attended the mediation. Generally, all who attended the mediation process should sign the agreement.

According to the recommendations of the Council of Europe on mediation in civil cases is scheduled to be ended by a written document the process groups and parties are allowed some time for consideration prior to its signing.

Settlement agreement is a contractual relationship that has the power of the executive documents. Parties can not expect the mediator to guarantee the execution of the agreement, but the fact is a kind of guarantee that an agreement has the power of the executive documents, and if not voluntarily made may be required by the rules of its execution of the enforcement procedure.

The agreement made by an appointed mediator in writing has the power of the executive documents and should not be validation after the signing. In the case of mediation in cases where the litigation runs mediator shall inform the court if the parties have not responded to mediation, let alone the outcome of mediation only inform the court whether or not the parties have reached agreement does not touch the contents of the agreement. The obligation of the parties to the agreement reached by delivering notification court settlement agreement immediately and not later than the scheduled hearings. Upon receipt of this notification the court will end the litigation in accordance with the Code of Civil Procedure. Effects of the agreement reached in the mediation process will depend on the parties and the form in which the agreement is concluded. Mediator shall inform the parties about the actions that occur after the conclusion of the agreement and any obligations arising from agreements concluded.

If the mediation process initiated and agreed upon before the start of court proceedings, has the power to reach an agreement out of court alignment if made in writing and is not contrary to legal provisions. If in the future was that one party does not comply with the agreement of the court to the subject discussed on the basis of earlier reached agreements.

If the agreement reached in the mediation process and mediation proceedings if the public with the consent order the judge to take the minutes, then the agreement has effects judicial settlement and is an executive document, which reads in the execution of certain actions. Mediator shall, without delay notification court before which the proceedings initiated on the possible agreement reached.

4. CONCLUSION

In this paper we have processed mediation as a positive phenomenon certainly in the judiciary, which contributes to the development in economy and security. Mediation as for now, a relatively new phenomenon in our region is not used to its full capacity in resolving disputes, because there is still a certain dose of mistrust towards alternative dispute resolution.

Conflicts are a daily occurrence in all areas and far from the ideal situation was that conflicts do not exist, rather it would mean that there is no change, and change for the better are always desirable. However, whether changes will be better or worse depends on the ways in which individuals or groups resolve their mutual conflicts. Even conflict with the productive potential solution may cause very negative effects if incorrectly resolved.

Mediation in that provides many advantages and opportunities. Not always be the court that the parties will conflict with each other first and will always turn to the court that they proposed mediation but it is possible to find a solution to the conflict, addressing the Association of Mediators and arrange them in the process of mediation which the mediator with the objective facts and look to help parties to mutually resolve conflicts in a positive way both sides will be satisfied, no decision for the parties and without coercion.

The courts are overburdened with solving cases that have dispositive character, and mediation in these cases unless the benefits and assistance provided by the parties should in the future and facilitate courts.

Mediation is an acceptable solution for a business climate where very cost personal relationships in business and the reputation of the company that this process would not be undermined, and should not be blocked funds as it is in the court proceedings. Mediation has the potential to improve long-term relationships and resolve disputes in the economic sector of order, if carried out appropriately.

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COMPETITION MODELING OF VOCATIONAL TRAINING AND TRAINING DIRECTORS OF HIGH SCHOOLS IN BOSNIA AND HERZEGOVINA

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Summary: Management of school education in the context of globalization becomes very demanding and dynamic process. For this complex and responsible task, managers must build the appropriate skills for achieving optimal function of leadership in schools. Directors of vocational schools in Bosnia and Herzegovina based on the results of the research, clearly "defined set of competencies required for the managing," and indicated the need for their permanent and systematic training in educational management and guidance. Their needs for education in the field of educational management and leadership are complementary with the requirements of professional and educational standards for the directors of secondary schools in the developed countries of the European Union, but they are conditioned by the peculiarities of functioning of schools in terms of transition of the education system in Bosnia and Herzegovina.

Key words: principal, competition model, competition profile, training program, educational management

1. INTRODUCTION

The globalization of education causes rapid, complex, and unpredictable changes that requires a completely new kind of organizational behavior, especially by contemporary management theorists indicate as "new leadership" (Adzic, 2005). Analysis of the school environment, as an ongoing management activity and all employees ... "provides to organizations to timely and quickly respond to changes in the environment, adapt to new requirements and selection of appropriate strategies" (Trnavcevic, 2000:54). The quality of management often stands out as a key element of creating a "critical mass" of followers for adjusting to changes in the environment of the organization (Koren, 1999).

The organization must be capable of systematical solving of problems, to learn from their own practices but also of others, and to transmit knowledge to all members of the organization and if necessary to experiment in the function of achieving the set goals (Hasanovic, 2007). New leadership in the organization means to take over leading role in the organization based on the principles of subsidiarity and deserved authority (Hasanovic, 2008), and the structuring of organizations is based on teams and working groups, independence, and enabling people to self leadership (Erculj, 1998).

Given the fact that the principal occupation in Bosnia and Herzegovina is very heterogeneous in terms of level and profile of qualification, the previous (mainly managerial) education, professional experience, leadership, scope and type of previous education, etc., it is hard to find unique and satisfactory answers to the type of competencies required for successful school management.

Due to the nature of work the terms competence, competency, the type of skills, system skills, competence model, competition profile, model training etc., will not be especially elaborated (Hasanović, 2006) but will be considered as a part of the unique and generally accepted conceptual-categorical device of modern theory of management competencies. The question: What sorts of competencies school principal must have so... "The school could develop from the school for teaching students in the learning school?" is justified (Hasanovic, 2007). In this document will be presented the results of the empirical research of necessary competencies of (leadership) from the point of view of the secondary vocational schools' directors in B&H, and to make comparison with competitive management standards for school directors in the countries of the European Union (Stanicic, 2005; Hasanovic, 2006). Finally, based on previous experience in education, the needs and demands of school directors in the form of research findings, we are going to indicate possible applications, methods, and forms of systematic professional development and training directors of vocational schools in Bosnia and Herzegovina.

2. COMPETENCIES OF THE DIRECTORS OF VOCATIONAL SCHOOLS IN BOSNIA AND HERZEGOVINA; INDICATORS OF EMPIRICAL RESEARCH (EU VET III B&H, 2008)

Our intention is, from principal's point of view (principals of vocational schools in B&H), to determine the extent and the much-needed skills in their work (competency model), and to what extent they are compatible with the framework model of the competence of directors of secondary schools in neighbouring countries and the EU.

If the study based on research show, from the principals' point of view, an overleaping than with a large dose of confidence, we can access to implementation of already verified national training programs for directors of schools in EU countries that build the required competence.

In accordance with the previously mentioned, we set following research objectives:

- To test the practical application of theoretical models of competence in professional development and training principals of vocational schools
- To determine, based on real needs and requests of the principals of the secondary vocational schools in B&H, the optimal model ("top 10" and "top 20" ") the most important (priority) competencies of directors for the effective management of the school,
- To identify any possible differences in priorities towards the necessary competencies in relation to European standards and respect them as the Bosnian-Herzegovina specificity of creating NPP training principals in B&H

Description of the methodology and provided methods

In the literature dealing with modelling of competition development of professional profiles for specific jobs or managerial positions in the organization, authors cite many popular methods and instruments of construction of such models. According to some authors (Svetlik, Kohont, 2003) a variety of workshops and focus groups (which include the methods 6th 3rd 5) become irreplaceable. As an acceptable model of competition modelling of professional development and training director of vocational schools in B&H, will be using the model of author (Hasanovic, 2009: 261-262), and in the research we'll focus only on the first three steps of the implementation of this model (see Figure 1).

The sample

By researching of the competencies necessary for managing schools two groups of respondents (directors) of secondary vocational and technical, and mixed schools in B&H were included.

The first group were consisted of directors of secondary vocational and technical, and mixed schools in B&H (20 respondents) from the Republic of Serbian and Brcko – B&H District, and the other 26 directors were from the B&H Federation which are part of the EU VET III project. They attended to a three-day education in the field of educational management in Sarajevo 6 - 8 October 2008.

Research method 6. 3. 5. (Brief description)

In a workshop for interactive work and learning, the participants are, according to their own needs and critical reflection of managerial practices, came to the priority set of competencies for managing the school applying

methods of 6-3-5. Participants were divided into groups with a maximum of six participants. Each member of the group, in a period of five minutes, in their own paper and according to importance, wrote at least three important competencies for leadership. After five minutes, papers were rotated within the group. After a full rotation within the group, members of the group formed unlimited list (inventory) necessary for maintaining competence, using method of consensus or compromise. Representatives of the group then meet all participants of the workshop with their own list (set) of competencies. At the end of the presentation, a special expert group gets the task to perform a thorough analysis of all the listed competencies. A unique list (set) for maintaining competence is offered, democratically adopted by all participants of the workshop (model of required competencies), the fundamental backbone of diagnostics those things for individual directors (competition profile), and systematic planning and programming of professional development and training director of secondary vocational schools in B&H (curriculum and building necessary competences program).



Figure 1: Possible model of building an efficient system of training principals of secondary schools in B&H

Competences of directors of secondary vocational schools in Bosnia and Herzegovina (EU VET III, Sarajevo, October 2008 - workshops with directors of secondary vocational schools)

As part of the project of reforming the vocational education and training in Bosnia and Herzegovina, the EU VET III, three-day training in educational management for directors of secondary schools in Bosnia and Herzegovina, which were included in the project, was held in Sarajevo 6 - 8. October 2008. Training from the aspect of competition modelling program of professional development and training director of secondary vocational schools in B&H, was fully planned and realized by team of experts in the field of educational management. As part of workshops, first three steps of competition modelling (see Figure 1) were processed and from the 4th step are only thematic contents of the program of professional development and training director of secondary vocational schools on the basis of the "Top 10" model of competencies were outlined.

System of competence

The result of the work of both groups of directors through the implementation of workshops according to method of 6-3-5 is a wide range of inventory competencies. After the first phase of the directors of secondary vocational schools in the Republic of Serbian and Brcko – District work, 60 competencies were recorded and their colleagues from the Federation recorded 50 competencies. The system of competence before triage, from the perspective of both groups of participants, would be making the set of 110 competitions. In the second phase, representatives of the groups were systematized similar and related competencies, and consensus is chosen (according to importance and frequency of occurrence) for the set of up to 20 competencies. For the purposes of plenum, for both groups of participants in training, a joint commission, with moderated mediation workshops, prepared a list of the unique competencies of the school directors. For a unique list, the criterion of frequency and importance set aside the 39 competencies that are, according to opinion of members of the Joint Commission quality basis for the modelling of training, in accordance with the requirements and needs of education users.

"Top 10" and "Top 20" models of competencies

At the plenary session of the training, all stakeholders, i.e. all directors of secondary vocational and technical i.e. mixed schools in Bosnia and Herzegovina joint commission has submitted a proposal on the necessary competencies. Participants of the plenum were briefly clarified why the list with 110 competencies was expanded on the 39 competencies. All participants of the plenum were ranking from 1 to 10 a list of proposed competencies evaluating them together by secret selection. After a secret voting, the joint commission established, according to the rank, "Top 10" or "Top 20" models as the most important competencies (see Table 1). According to previously agreed rules, the results of the secret voting were accepted by consensus (by acclamation) of the plenum participants.

Table 1: "Top 10" and "Top 20" models of the most important competencies of principals

1.	Good knowledge of organization system of the secondary schools in B&H
2.	Adequate motivation of employees
3.	Appointing of the responsibilities and powers to associates
4.	The ability of providing additional sources of financing
5.	Timely planning in the school
6.	Communication skills and resolving conflicts in school in a democratic way
7.	Knowledge of economics and system of financing schools
8.	Knowledge of legislation for the work of schools
9.	Project management in school
10.	Encouraging of individual professional development and teamwork of employees in school
11.	Representation of the school
12.	Realization of reputation-renown of the school in school's environment
13.	Keeping good personnel policy in school
14.	Creating of common vision of development of the school
15.	The ability of resolving conflicts in school
16.	The ability of innovation in schools
17.	Art of the evaluation of pedagogical staff work
18.	Good preparation and conducting of sessions teaching council
19.	The ability of linking personal and common goals of school development
20.	Good preparation and directing the school board work

Source: The results of own research (EU VET III, Sarajevo, 6 – 8 October 2008)

The aim of the workshops was filled, as highlighted by the participants in the evaluation of training themselves. Based on own requirements and needs, school directors for the first time are genuinely involved in the creation of the basis of their professional development and training for the complex functions of leadership and guidance in school.

Discussion on research results

"Top 10" or "Top 20" competition models, as the basis of programming a professional development and training director of secondary vocational and technical, and mixed schools in B&H, emerged as a result of the workshop within the EU VET III project have important peculiarities.

Based on a comparative review of 10 major competencies of school directors according to the research of various authors (see Table 2) these specificities are reflected in following:

- of 10 competencies from "Top 10" model 8 of them appear on the list among the top 10 competencies of the school directors for all researchers in EU countries,

Table 2: Comparative review of the most important competencies of principals according to researches of different authors in the EU

Rank	Voyah, 1992	Roncelli, 2004 SRLJ, Slovenia	Great Britain, 2004, NSD	Hasanovic, 2005 EU VET II, B&H	Stanicic, 2005 Croatia	Hasanovic, 2008 EU VET III, B&H
1.	Setting the basic vision and strategic goals	Knowledge of legislation and administrative procedures	Shaping of the future	Timely planning in the schools	Shaping of the vision	Good knowledge of organization system of secondary schools in B&H
2.	Democratic decision-making and consensus	Familiarity with school systems and management	Learning and teaching management	Knowing of economy and system of school financing	Projecting of development	Adequate motivation of employees
3.	Solving of conflicts	Understanding and respecting of authorities and responsibilities of administration and principals	Self-developing and developing of the others	Knowing of legislative for the work of schools	Innovating of the school's work	Appointing of the responsibilities and powers to associates
4.	Art of the motivation and rewarding	Improving of pedagogical knowledge in the function of the school	Organizational leadership	Representing of the school	Dealing of the school	The ability of providing additional sources of financing
5.	Realization of reputation of the school in school in the wider environment	Responsibility for engaging school in community	Securing the responsibility	Motivation of the school's employees	Quality standard application	Timely planning in the schools
6.	Competition to acquire a legitimacy to its institution	Behavior and skills developing and from educational management	Strengthening of the community	Achieving of renown and fame of the schools in adjacent environment	Knowledge on interpersonal relationships	Ability to communicate and resolving conflicts in school in a democratic way
7.	Securing of external support, representing, and protection of possible problems	Knowledge of economics and financial management		Carrying out of good personnel policy in the school	Ability to communicate	Knowledge of economics and system of financing schools
8.	Cooperation with similar institutions in the function of development	Having skills of transformation and transactional leadership		Ability to solve problems in schools	Knowledge on solving problems	Knowing of legislation for the school's work
9.				Ability to innovate in schools	Art of stimulating to creative work	Project leading in the school
10.				Art of evaluating pedagogical work of employees	Democratic leadership	Stimulating of individual professional development and teamwork

- By frequency, but not the rank, competence no. 10 is particularly emphasized which refers to "Abilities to encourage an individual professional skills development, and teamwork of school employees. This competence is present in all research, and is on the Top 10 list of the most important competencies for school directors.
- By its frequency, rank, and importance, competence of "timely planning" are particularly emphasized (no. 5), i.e., shaping of the vision of the schools' future, and competencies 'communication skills and resolving conflicts in school in a democratic way" (no. 6). Competence no. 5 is the first in rank of the four authors of the study.
- Competence "Appointing of the responsibilities and powers to associates" (no. 3), and "The ability of providing additional sources of financing" (no. 4) do not appear among the top 10 competencies with other researchers, but are specific only to directors of secondary schools in B&H.
- Competence "Project management in school" (no. 9) appears only in a research of one research under the name "Projecting of the school development", which does not mean it must have synonymous meaning in terms of creating and managing projects in school to ensure additional resources for the effective operation of the school.

3. RESUME

The research results, for the purposes of this study, are summarized in the reasonable and necessary measure, and their impact on the institutional program of professional development and training directors of vocational and technical schools in B&H will be far-reaching. According to research results by both groups of directors formed the most important and model with highest priority of the skills needed for effective (leadership) managing school.

Unique model of competencies is, designed by the directors, not imposed by the educational authorities, appropriate to the specific characteristics of schools and the demands and needs of the majority of directors of secondary vocational and technical schools in B&H.

As most important in the conclusions, we presenting following:

- "Top 10" competency model created by the director of vocational schools as part of the EU VET III project in B&H is complementary with standards for directors of secondary schools in the states of the European Union;
- "Top 10" competency model as a basis for programming of professional development and training directors of vocational schools in B&H, taking into account the true demands, needs, and specific management of schools in terms of transition of the education system;
- Requirements for the democratization of school governance and management skills of the directors seeks appointing of responsibilities and powers to co-workers as the most important step in the democratization of management, where the leading roles are appointing by the principle of subsidiarity and deserved authority;
- Due to insufficient funding of schools in terms of transition of the education system, ability to find additional funds in the market of educational services is requires from the directors;
- According to "Top 10" model of competencies, ability of projection managing, where in the case of the lack of funds for schools referring to the mobilization of governmental and nongovernmental organizations in providing them is required from the directors of schools.

Based on possible objectives and thematic content, according to "Top 10" or "Top 20" models, it is possible to create a variety of flexible shapes and forms of professional development and training. This will depend on previous knowledge, skills, and abilities of directors, i.e., their competitive profile as the starting point of programming their professional development and training.

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NEW PRODUCT AS AN INNOVATION FACTOR FOR RAISING THE INOVATIVITY LEVEL OF SME

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***Summary:** Small and medium companies are faced with serious challenges such as the expansion of global economy, strong struggle for markets, shortening the life of products, rapid technological changes, structural transformation, and other things. To respond to these challenges, companies need to constantly increase productivity, improve quality of products and services, to develop new products and meet the demands and desires of consumers. Companies need to be constantly innovative, because the imperative of modern business is improvement of all components of the structure and business operations. Qualification of small and medium enterprises to present high-quality, functional, and less expensive products at the market indicates the development of innovative processes in those companies.*

Frequent innovations in small and medium enterprises are the new products that will ensure their successful operation. Small and medium enterprises are more flexible and more adaptive in relation to the environment so for them it is much easier to adapt to new circumstances in relation to the need for innovation of products and services. The special role is the impact of entrepreneurial innovation in the development of small and medium enterprises. That is a key factor of economic development of Serbia, because, according to the relevant data, over a hundred thousand companies and over two hundred thousand entrepreneurs employ 60% of all employees and with 50% participate in social gross product.

The aim of this research is to point to the need for raising the level of innovativeness of small and medium enterprises through the structure of production and service activity in which the new product has a primary role.

Key words: innovation of small and medium enterprises, new products, entrepreneurial innovation

1. INTRODUCTION

During its business, small and medium enterprises perform number of activities in order to maintain and improve its market position. These activities occur because of the need to adapt to the demands of environments, first, and they are manifested as changes: the type and scope of activities, the range of products, organizational structure, technical and technological base. Given changes are the reflection of company's ability to adapt and change according to the requirements of the environment and dependence on its possibilities and they represent cause of its survival and improving its market position.

Enterprise Development is a process of changing and adjustment to their and requirements of the environment. To make the adjustment process more efficient, companies need to identify factors that influence their development and important characteristics of acting of these factors. In accordance with that, with the relevant set of activities enterprise adapt their business according to requirements of the environment consistent with their abilities, needs and goals.

Since there are many factors influencing of enterprise development, it is important to identify and define them by nature of their work. The importance of distinguishing factors according to character of their actions on business operations is reflected in the fact that one group of these factors may present challenges, and if they are accept, the chance to develop and prosper are bigger. The second group is made of those factors that, if

not properly accepted, may pose a threat to business enterprises and, ultimately, may lead to termination of their operation. However, it is possible that the same factor has a role and the opportunities and threats for business enterprises, depending of way of approaching it during the business process. Such is the case with technological development that, if company accesses it timely and appropriately, can contribute to achieving of long-term competitive advantage and achieving optimal business results. However, if the company neglected its technological development and monitoring of modern technological trends in the area in which it operates, there will be a deterioration of its competition position even termination of business.¹

World experience shows, that in the modern economic and social development only those companies that are innovative, fast enough in its development (permanent introduce newspaper) can take place and successfully develop. If a company wants to exist and develop, it must accept these features today. That is why necessary to replace comfort and peace of mind with continuous creative thinking: How to involve a company in the most effective creative competition. In short, this means that we need to think constantly, to plan, organize, perform, monitor and refine the process of work in order to fully meet the needs of the market and to continually develop new products/services.

Today's enterprises are faced with serious challenges: expanding the global economy, the deadly struggle for the markets, drastically shortening the life of products, rapid technological change, structural transformation, reducing the size and so on. To respond to these challenges, companies must constantly increase productivity, to improve quality of products and services, to develop new products and meet the demands and desires of consumers. In short, companies must be innovative, because the imperative of modern business is improvement in all components of the structure and business operations. Capacity of firms to provide high quality, functional and affordable products, indicates the development of innovative processes in the company at the market.

2. INNOVATIONS OF PRODUCT

Innovations of product are the introduction of product-services that is completely new or significantly improved-primarily due to its characteristics or purpose.² This implies a significant improvement in the technical specifications, components and materials, implemented software, easier to use products or functional characteristics of the product. Innovations of the product can be defined through the product whose intended use or performance characteristics, properties, characteristics, design or use of materials or components, are significantly different compared to the previously implemented products. Such innovations can involve radically new technologies, or may be based on combining existing technologies for new applications. The product that is on the output from the process of innovation is a fundamental change – there is a in the continuity of the flow of innovation in the company and changing of technological regime.

Incremental innovations of product are defined by existing product whose performance is significantly increased or improved. This, again, may have two forms. Prost product can be enhanced using components or materials with higher performance, or a complex product, made by several integrated technical subsystems, which may improve by changes of one of the partial subsystems.

The product that emerges from the process of incremental innovation fits in a continuous stream of innovation in the enterprise, and it represents evolutionary change, a modification of an existing product with a given function and content. Innovation would be the feature of enterprises engaged in adopting new ideas and quickly responding to the impulses from the environment; in that sense, such organizations can be characterized as innovative too. Under the applicable definition of the EU, innovation does not include the following:³

- Minor modifications or improvements;
- Routine improvements;
- Regular seasonal changes;
- Customizing of the product for one client, which does not involve significantly different characteristics compared with the product for other customers;
- Changes in design that affects the function, purpose, and technical characteristics of products or services;
- Re-selling of the new product or providing services from other companies.

¹ Stavrić, B., Kokeda, G., *Upravljanje poslovnim sistemom*, TMF, BGR, 2002

² Stojić, B., „Menadžment inovacija“, ekspertni sistemi, modeli i metodi, Beograd, 2007.

³ Trott, P., *Innovation Management and New Product Development*, Prentice Hall, London, 2005.

Bearing in mind all that, we can say in this way new criterions for treating an organization as innovative were set. Therefore, small technological improvements are not treated as innovation, which can be significant for the legal regulation of technological improvements in business organizations.

3. INNOVATION OF SERVICES

Service innovation can be viewed from several aspects, but the two of them are dominant. The first aspect is the continuation of new services as innovations, and second is improving of existing services. Typical examples of the above are related to banking, advertising, trade and other services, i.e., improving of them, such as electronic banking, electronic commerce, Internet communications, etc.

In the developed OECD countries, services exercise up to 2/3 of the new shares and participate in employment and this share is increasing as a share of production tends to decline. Regardless of the economic effects of the services, innovation studies showed small interest for this field - innovation of services. In this area several questions exist:⁴

- Whether services are innovative and in what scope;
- How to understand the relationship between innovation of services and innovation of products/process;
- What is the relationship between innovation and economic performance of services? Whether it can be accepted that the analysis of service innovation is specific, where different service innovation researchers cite various reasons;
- In essence, the theory of innovation is developed on the basis of analysis of technological innovation in the production area;
- Unclear nature of the output services

We can identify several basic features and characteristics of the innovation of services. Those are the results of uniqueness of service in relation to product, relating to following:

- The close interaction between production (creation) and use (consumption);
- The intangible nature of service output;
- Important role in the implementation of human resource in realization of service;
- Important role of organizational factors in the performance of the company;
- Weak protection of intellectual environment

Examples of innovation in the service sector are:

- New services for improving access to goods/services;
- Internet services like E-banking or E-payment;
- New forms of support and guarantees, such as extended warranties on new or used product;
- New types of loans;
- Creating Web sites on the Internet;
- The introduction of smart cards and multipurpose plastic cards;
- Offering customers a new system to control the supply - this allows customers to check deliveries according to specifications in the contract.

It is real to expect a greater dynamism in innovation of services. This expectation is realistic, because technological innovations are more and increasingly present in the services sector, which considers as very intensive work. In this way, efficiency and effectiveness will increase, but comfort in using the services too.

4. NEW PRODUCT AS AN INNOVATION

Most often, the result of innovation in the enterprise is a new product. New products as innovations are usually the result of research, which provide the basis for a new product or new technology, new features, and usability of the new products. Timely introduction of new products is the main guarantee of successful business. Due to continuous lacking of ideas for new products it is necessary to constantly search for new ideas.

⁴ Jančetočić, M. i dr., *Menadžment inovacija*, BPŠ, BGR, 2006.

Under the new product, we mean:⁵

- 1) Completely new product that is a result of the invention,
- 2) Product that is new only to the given company, that is otherwise made in other companies,
- 3) A new made product, i.e. product that is slightly modified compared to the solution before (usually
- 4) higher quality product or a product with lower costs), whose function is basically remained the same,
- 5) The product with the new usability, it is a product with certain adjustments which may be used for other purposes,
- 6) Product in the new wrapping material with a new name, and
- 7) Product new to the customer, usually the one product that was aimed for export only until then.

New product can be reached in following ways:

- Acquiring (buying patents, licenses or companies that are interested in new products). The license is permission to use new product or technology. In essence, every invention is protected by patent and its application is not permitted without the consent of the inventor. By purchasing patents only one part of the invention is protect, while the rest is usually included in the construction and technological documentation, which is available only by purchasing a license,
- By developing one's own or someone else's product, under a contract with a company having an interesting idea, without enough resources for self-development.

Statistics show that the creation of a new product that will create high demand and it will be able to make profit; it is necessary about 55 to 60 good ideas, which can be found within the company or in the scope of external sources of ideas.

Between internal and external sources of ideas, we recognize:

Internal sources of ideas are:

- Improving the quality of existing products (e.g. use of high quality materials),
- Improvement of existing products (e.g., better performance of basic functions),
- Expansion of product range (with a certain shoe factory starts to produce new models of shoes, children's, men's, women's, special, etc.),
- Development of additional programs (when shoe factories began to produce orthopedic shoes)
- Organized creative work of engineers,
- The systematic stimulation of ideas and proposals for other employees (sales, marketing, manufacturing, service, etc.),
- An organized collection of innovations and patents in the company, etc

External sources of ideas are:

- Results of scientific-research institutions and laboratories,
- Monitoring activities of competitors,
- Monitoring the activities of companies who are not direct competitors,
- Monitoring the customer requirements,
- Collect ideas from current and potential customers,
- Settlement of customer complaints,
- Monitoring of lists of imported products,
- Search for patent information,
- Consultation of scientists and engineers from other companies,
- Consultation of experts from universities and institutes,
- Professional literature,
- Various professional associations, professional associations, chamber of commerce, etc
- Special consulting organizations (consulting firms), etc

The new idea is doomed to failure, if the idea of choice is influenced by mood, intuition, or emotions. Selection of ideas must be made based on firm competitive objectives of the company.

⁵ Jančetović, M., i dr., *Menadžment inovacija*, BPŠ, BGR, 2006.

5. RESUME

Small and medium enterprises operate in a turbulent environment. One of the most important and the most uncertain factor is the technical and technological progress, which in certain circumstances can be an opportunity, and in other conditions, it can limit the growth and development of small and medium enterprises. Namely, if the management of these enterprises with appropriate activities notice anticipated technological changes and according to that adjust the organizational structure and assortment and scope of products, technical and technological progress for them will be the propulsive factor in development. However, every neglecting, isolation, and avoidance of innovative changes will necessarily lead to a slowdown in growth, stagnation and final termination of operation of these enterprises.

The starting point for developing of the entrepreneurial spirit of small and medium enterprises is to define the agenda of innovation that are built into development plans of the company, a concrete elaboration of an innovative procedure shall be entered in the operational development of the enterprise. All existing products, services, markets, distribution channels, processes, technologies have a limited shelf life. Management of the company must assess how certain segments of the business can survive, and to provide the expected results. Analysis of business will provide information to facilitate and determine how much and which innovations in enterprises are necessary. Based on all this, in the scope of innovative action plans must be defined a new product line, introduced new technology, the company is going to restructure and introduce new markets.

The success of the procedure is conditioned with the art of solving problems in an entrepreneurial way, which means constantly innovating procedures and processes for getting new products to its parameters to meet the demands of future users or consumers.

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ДИФФЕРЕНЦИАЦИЯ ДОХОДОВ НАСЕЛЕНИЯ И ИХ ГОСУДАРСТВЕННОЕ РЕГУЛИРОВАНИЕ

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Особенно в последнее время активизировались процессы перераспределения доходов населения, усиливается неравенство. Существенно снизился уровень жизни людей в условиях все продолжающегося финансового глобального мирового кризиса.

Усиление неравенства в распределении доходов, низкий уровень их у основной части населения и концентрация средств относительно небольшой группы людей понижают совокупный потребительский спрос, делают его односторонним, что не способствует развитию производства и реального сектора экономики. В связи с этим нарастающее социально-экономическое расслоение общества становится одной из острых проблем.

Либерализация цен и торговли привела к небывалому взлету инфляции. В экономике наблюдается глубокий спад, очень противоречиво осуществляются процессы ее среднего уровня доходов и потребления: величина среднедушевых доходов в реальном выражении снизилась в 2 раза, а треть населения оказались за чертой бедности.

Традиционные механизмы социальной защиты (гарантированная минимальная заработная плата, различные пособия) в условиях высокой инфляции и отсутствия соответствующей индексации утратили свою социальную роль. Резко усилились процессы экономического расслоения общества, возросло неравенство в распределении доходов между различными группами, происходит массовое перемещение населения из средних категорий доходности в группы с более низкими доходами. Уменьшение среднедушевых реальных доходов населения сопровождается ростом концентрации капитала у отдельных групп населения.

Величина коэффициента концентрации доходов за последнее время увеличилась в 1,7 раза. Иными словами богатые становятся богаче – в основном за счет резкого обеднения наименее обеспеченных слоев населения. Одной из причин этого является то, что значительная часть доходов предприятий и организаций продолжает скрываться от налогообложения, что снижает возможности государства по сокращению бедности и высокого социального расслоения.

Усиление неравенства в распределении доходов на фоне общего снижения уровня жизни населения требует изучения причин этого явления и повышения регулирующего воздействия государства, с тем чтобы процессы социально-экономического расслоения общества не достигли угрожающих размеров. Как показывает анализ уровня социального расслоения населения и изменения индекса потребительских цен, рост инфляции является фактором нарастания неравенства в доходах, поскольку малообеспеченные группы больше других категорий страдают от повышения цен на основные потребительские товары, становясь еще беднее, в то время как отдельные группы населения даже выигрывают от инфляции на определенных экономических операциях.

На изменение степени социального расслоения оказывают и такие факторы, как динамика реальных доходов, темпы роста инфляции и величина затрат на социальные нужды. Следовательно, для снижения социального неравенства необходимы эффективная государственная политика, направленная на устойчивый рост доходов всех категорий населения, решение проблемы занятости и др.

Социально-экономическое расслоение общества происходит из-за кризисных явлений в производстве, сложной ситуации на рынке труда, низкой производительности и оплаты труда наемных работников. Опыт развитых стран показывает, что эффективность экономики возможна только благодаря существенным государственным инвестициям в человеческий фактор и прогрессивной системе социальных мероприятий, ведущим к снижению неравномерности в распределении доходов и достижению большего социального согласия в обществе. Для поддержания нормальных социально-экономических условий жизни и уровня средних доходов в обществе государством осуществляется перераспределение полученных доходов через бюджет с помощью прямых методов регулирования – налоговой системы, трансфертных платежей, косвенных механизмов. Здесь главной задачей государства должно быть сохранение баланса между экономической эффективностью и перераспределением, т.е. установка разумных пределов социальных расходов. Ибо слишком большие социальные выплаты, с одной стороны, повышают нагрузку на бюджет, а с другой стороны, ведут к иждивенчеству среди малообеспеченного населения, снижают стимулы к эффективному труду.

Опыт экономически развитых государств показывает, что если правительство проводит эффективную перераспределительную политику, активно содействует развитию личной ответственности во всех областях жизни, помогает бедным преодолеть нищету, то прогрессивные социально-экономические сдвиги происходят даже в трудные времена. Для перераспределения доходов правительствами разных стран наиболее часто используются такие традиционные регуляторы, как: прогрессивное налогообложение, при котором налоговая ставка увеличивается по мере роста размеров номинального дохода; социальные трансферты; регулирование цен на социально-значимую продукцию; индексация фиксированных доходов и трансфертных платежей при определенном уровне инфляции; установление минимального уровня оплаты труда как обязательной базы оплаты труда во всех сферах экономики.

Механизмами перераспределения доходов в странах с рыночной экономикой являются система социальных трансфертов, установление минимума оплаты труда и система прогрессивного налогообложения доходов граждан, при которой размер налогов возрастает по мере увеличения доходов. В результате сглаживается первоначальная неравномерность в распределении доходов. С помощью подобных мер и организации на их базе системы социальной защиты населения ослабляются негативные социальные последствия рыночной системы производства. Главной целью нашего государства, которое только еще создает рыночное хозяйство, должно быть решение наиболее острых социальных проблем, иначе нарастание противоречий сделает невозможным продолжение экономических реформ. Помимо налогового регулирования и выплат социальных трансфертов в странах с переходной экономикой и развивающихся государствах применяется индексация доходов малообеспеченных граждан, регулирование цен на социально-значимую продукцию. Государственная политика в переходный период должна помочь населению пережить сложную экономическую ситуацию, а также приспособиться к рыночным отношениям. Для этого необходимы эффективная система социальной поддержки, упрощенные и обновленные схемы трудоустройства и перегруппировки рабочей силы.

Доступ неимущих к образованию и профессиональной подготовке – одна из важных мер сокращения неравенства.

Для самих трудящихся более высокая квалификация означает более высокую оплату их труда. Кроме того, образование и переквалификация – привлекательные направления для иностранных инвестиций, а появляющаяся социальная стабильность в результате предпринимаемых мер, также способствует созданию благоприятного инвестиционного климата в стране, а следовательно и экономическому росту. Но чтобы обеспечить продолжение экономических перемен, политика в области доходов и социальная политика должны гарантировать всем социальным группам плоды экономического роста. Сегодня очень нужна нашему народу новая система поддержки уязвимых категорий населения.

Сейчас активно происходит реформирование социальной системы действовавшей социальной защиты в систему избирательного действия, основанной на заявительных принципах претендующих на получение социальной помощи.

При распределении пособий ужесточаются критерии определения нуждающихся путем изменений порогового уровня дохода, пересматриваются в сторону повышения размеры отдельных социальных выплат.

Однако весомых результатов в социальной сфере можно ожидать лишь тогда, когда социальные приоритеты будут составлять основу экономической политики – бюджетной, налоговой, инвестиционной. Улучшение благосостояния людей тесно связано с темпами экономического развития страны. Здесь важны комплексный подход, охватывающий и экономические, и социальные вопросы, совершенствование политики занятости. На рынке труда должна преобладать активная политика, расширяющая возможности трудоустройства, особенно молодежи. В условиях невысокой

инвестиционной активности следует уделять повышенное внимание введению рабочих мест с относительно невысокой стоимостью, содействуя распределению индивидуального предпринимательства и занятости в таких сферах, как социально-бытовые услуги, жилищное строительство. Необходимо с помощью различных налоговых льгот стимулировать создание дополнительных рабочих мест в малом и среднем бизнес и поощрять предоставление там работы социально уязвимым категориям населения.

Низкий уровень заработной платы, ослабление социальной защищенности наемных работников – причина нарастания социального расслоения за счет падения уровня жизни основной части экономически активного населения. В то же время заниженные издержки на труд ведут к увеличению прибыли и появлению сверхвысоких доходов у собственников капитала.

Одним из важнейших инструментов является поддержание социально приемлемого уровня минимальной заработной платы. Сегодня в России она составляет 4330 руб. В зарубежных странах она, как правило, служит базой построения всей иерархической структуры заработной платы. Основная функция минимальной оплаты – обеспечение защиты наименее оплачиваемых и уязвимых работников, это подчеркивается в рекомендациях Международной организации труда. Оптимальным считается, чтобы размер ее не был ниже 35-40% средней оплаты труда.

Новый Трудовой кодекс, принятый в конце декабря 2001 г. Государственной Думой, предусматривает равенство минимальной оплаты труда величине прожиточного минимума. Конечно это положительный момент, но этого недостаточно. Необходимо совершенствование принципов установления минимальной оплаты труда, чтобы уровень оплаты труда был не только достаточным для удовлетворения действующих в обществе минимальных стандартов потребления, но и повышал заинтересованность в трудовой деятельности. Необходимо довести до социального приемлемого уровня величину оплаты труда всех работников, обратив особое внимание на лиц с фиксированными доходами, а чтобы не допускать падения доходов в бюджетной сфере, представляется целесообразным заработную плату там устанавливать в пропорциональном соотношении с соответствующими средними по экономике показателями.

Государство должно предотвращать неоправданный рост межотраслевой дифференциации оплаты труда, связанной с недооценкой квалифицированного труда и низкой его стоимостью, сложившейся на большинстве предприятий и организаций государственного сектора, а также с установившейся сверхвысокой оплатой труда руководителей и работников отдельных монополизированных отраслей. Поэтому государство должно усилить свое регулирующее влияние на формирование оплаты труда.

Если бы удалось решить проблему установления эффективной оплаты труда, то это привело бы к росту производительности труда, платежеспособного спроса и расширению внутреннего рынка, способствовало бы снижению теневой занятости, легализации доходов, а следовательно, пополнению доходов бюджета и снизило бы социальную дифференциацию в обществе.

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LEGAL AND ECONOMIC ASPECTS OF FRAUDS RELATED TO VEHICLES INSURANCE

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***Summary:** Modern living conditions are imposing everyday and almost inevitably use of vehicles. Their use is no longer a luxury; it is the daily need of people. Due to the large needs for their use and power they have, vehicles have produced an increased risk of loss in traffic, fires and other quasi-repressive activities. Damages caused by the use of vehicles are frequent and large by their size, regardless if they are of material or immaterial nature (injuries or endangerment). Financial and economic evaluation of harmful consequences of traffic accidents is very complex and often lasts too long, because it is almost impossible to determine all the damage that occurs in traffic accidents or a fire on vehicles. Compensations which injured receive from the insurance can usually cover only a part of the damage, so the entire picture of the overall damage cannot be obtained on that basis. However, in practice, the damages from traffic accidents are mostly and on the fastest way paid from the funds of insurance companies. Therefore, insurance agencies have a special interest to prevent possible frauds in the payment of compensation on the basis of the harmful events of which the insured is protected by the insurance contract.*

Taking into account present poor cooperation and incapability of the staff in insurance agencies with existing organization, there is a good basis for a gainful profit.

All this points to the fact that there are no measurable indicators for the actual problem of fraud in Bosnia and Herzegovina, and no system institutions are dealing with this problem. Therefore, present situation is suitable for getting income on an easy way.

Key words: Fraud, bluff, insurance, vehicles, false traffic accidents, fires, falsely reporting of material damage, illegal profit, false alibi, easy earnings.

1. INTRODUCTION

Fraud is a part of the obligation /contract law. In the legal system, fraud is known as a qualified or caused mistake/misconception. If one party causes a mistake of other party¹, or holds the other party in mistake in order to allure him/her to conclude the contract, then it comes to a crime offence prescribed by the positive legal norm of every state regardless of the state organization. Given the above formulation of the fraud, there are two normative elements:

- 1) The intent of one contractor to generate or maintain a mistake at the other party in order to conclude the contract.
- 2) Wrong idea in another contractor's mind².

Intention of the person/s that make/s fraud should be understood as his awareness that the undertaken actions would cause a mistake in the other person's mind. It is realized through actions or proceedings arising from the active or passive behavior of the person/s who make fraud (e.g. false assurances that a certain thing has

¹ Criminal Code of BiH, 2003

² Criminal Code of Socialist Republic of BiH, Sarajevo, October, 1991 www.saifbih.ba

the quality; or concealment of facts which would be of great importance for a person in mistake to make decision. Passive behavior is when a person notices the other person is allured, but makes nothing to remove the mistake).

While the error is taken into account as a reason for cancellation in the process of proof only if the matter, cause of nullity of fraud exists even if the caused mistake is not important. It is not necessary that it is a bit error, but it is necessary that deception is essential to the conclusion of the contract.

Compensation of the damages may be sought regardless of the cancellation of the contract. It is possible that allured party requests compensation if the contract was cancelled, and when not.

If the contract remains in force, dishonest party is obliged to compensate the damage to the person which suffers the results of the damage. As well, act of fraud of a third person may have consequences to the contract.

According to the legislation and law of Bosnia and Herzegovina, fraud affects the contract itself, if the other contracting party at the time of conclusion of the contract was aware or had to be aware of the third person's fraud³. But when it comes to an invalid contract, fraud of a third party will always be a reason for nullity of the contract (regardless of whether the other party was aware or had to be aware of fraud).

2. FRAUDS IN INSURANCE

When it is about insurance, a common opinion in a business world it is that anything can be insured. On the territory of Bosnia and Herzegovina, there are a large number of insurance agencies of different economic power and different business intentions. The battle for the premium between insurance agencies puts into the background creation of a unique information system that would follow sales and damages, and allow the market performance of insurance companies under the same conditions and with respect for business ethics.

Since everything can be subject of insurance, so everything can be subject of fraud from the moment of occurrence of "adverse events". Frauds in insurance are correlated with socio-economic conditions and standards of society as a whole.

Frauds in insurance have existed from the time of the activity of insurance, i.e. since the beginning of the first insurance company, more precisely, in the seventeenth century⁴.

However, at the beginning of their occurrence, almost no one dedicated attention in terms of deviant, and probably also because it is then ensured mainly transported by cargo ships, so it may be said to have originated from the insurance and marine insurance, so no one got on mind to sank the ship with cargo in order to get compensation based on the cargo insurance contract⁵.

Constant fight against fraud was mainly the problem of every insurance agency itself, and occurs in a case of doubt during the occurrence of the insured objects (cases). Problems of frauds in insurance occur on a daily basis particularly in insurance agencies with recognizable portfolio and with proven efficiency in compensating damages.

2.1. Frauds in Insurance of Vehicles

Given the large number of vehicles in the both active and standby state on the roads, i.e., extensive state of the portfolio, frauds in insurance of vehicles are most frequent frauds in general. Most of the frauds reported were recorded through false traffic accidents that are very difficult to prove, because the vehicle owners tend to run far and false facts, using a false alibi for them and for the vehicles to ensure.

The largest part of the frauds relates to insurance of motor vehicles reported by owners and which are caused to third parties, i.e., insurance on the basis of self. Shapes of this type of fraud usually occur through increase in the actual amount of damage, i.e. showing unreal requests, giving a false statement / registration statement when, or during the process of proof, i.e., displaying incorrect facts on the application request emerged (irregularly presented) damage.

Actual strength of these types of frauds is much less than the strength of frauds that are today based on the vehicles insurance, and are related to staged accidents interaction, i.e., the "quasi-traffic" accidents that misrepresent and not relate to damage to the vehicle for which party submits a request for compensation.

Fraud insurance which usually relate to vehicles and accident insurance in past years "took-off from the budget" from local insurance agencies the amount between 20 and 30 million Euros.

³ Boric V., Marine Agent, Rijeka, 1992

⁴ Pavic D., Marine Insurance, Zagreb, 1984

⁵ As mentioned above

The world and European experiences estimate that the frauds take between three to five percent of the total premiums of insurance market. According to our analysis, there are similar insurance indicators as told by local insurance agencies. Based on recent data of BiH Agency for supervision of financial services, the gross premium of the Bosnian agencies was enormous in the last year, while the actual amount remains unknown. BiH insurance agencies claim that the years of recession do not significantly affect the level of attempted frauds and their realization. In general, if a longer period of time is taken into account, this percentage from three to five percent of the total premium does not change by a great deal. The latest crisis years resulted with an increasing number of unemployed, problems with charge and generally lower financial solvency, therefore people much more „think“ about ways to obtain additional income on an easy way. So the fraud in insurance is, unfortunately, one of the options, as stated in the insurance agencies of BiH. Similar claims can be heard in insurance agencies in surrounding states. "According to present experiences, most of frauds relate to vehicle insurance. Some estimates say that about five percent of the total loss of Casco-insurance as well as in vehicles insurance may present a potential fraud attempt, but that is a percent which we are continuously detecting and preventing by internal and external institutional measures"⁶, said in prominent insurance companies from BIHAMK, Sarajevo, Triglav Insurance etc.

2.2. Indicators on frauds in the world

According to the 2007 report the European Commission for Insurance, the minimum amount of frauds in insurance in 25 EU countries is the amount of around 8 billion Euros, which is about 2% annual insurance premiums. According to the report of National Association of Insurers from 2007, in reality it is a much higher percentage. Example, research has shown that in Germany, insurance companies pay for frauds about 4 billion a year. It is believed that between 8 and 10% of the total submitted damages claims in the area of responsibility of the vehicle are false claims in fact⁷. In the United States in 1999, insurance fraud agencies paid 96.2 billion dollars for frauds. Concluding from the above, taking into account the overall population in the U.S., fraud insurances cost from 284 to 342 dollars per a citizen, and in the area of vehicle responsibility and insurance it is 44 US dollars for each U.S. resident per a year.

2.3. Significant increase of frauds

In the BH security agencies, they claim that last year they registered a significant increase in frauds and attempted frauds in relation to 2008. "In a number of cases, certain facts have been established, after which they made the decision not to recognize claims for damages. The total amount of such claims was about 100,000 KM. In a number of cases, there was a suspicion that was removed after testing, or due to lack of evidence, it was decided in favor of confidence to customers. The number of cases is now at the stage of testing⁸, they make clear the grounds of suspicion. They argue that the greatest numbers of frauds relate to insurance of motor vehicles, but they are finding out fraud attempts in insurance for accidents in various traffic situations. The most common case is that one loss is trying to charge double or more in various insurance agencies.

„Production of unreal and unfair medical findings (in cooperation with corrupt doctors) also is a model that is well-known to insurance agencies. But even for such damages, insurers have found a way to make the consequences of accidents real requesting by expertise in institutes, or requesting the findings and opinions of specialist doctors“, reported from insurance agency. More or less, in all agencies claim the frauds related to vehicles insurance on various ground to be the most often. As well, there are attempts and fraud cases related to the false medical records or attempted rigging of traffic accidents. For example, it falsely appears that the vehicle is damaged in a car accident that did not occur. There are also attempts for compensation of air bags which were previously damaged, increasing the damages actually motivated by adding other damage and the like, constantly revealed in insurance agencies.

2.4. Developed techniques to discover frauds

Due to many efforts and completed frauds, insurance agencies have submitted several criminal charges. In the fight against fraud, the insurance agencies have already developed "methods, techniques, procedures" for revealing. If specific parameters show that some of the claiming damages could be a potential fraud, they check the existence of the earlier damages and the number of damages claimed by the client submitted to

⁶ www.osiguranje.ba

⁷ www.vus.hr

⁸ www.saifbih.ba

other insurance agencies. There is a recently centralized database that significantly helps responsible agencies. For a long period of time, insurance agencies have been using services of private detectives and claim their cooperation is very good. They can dedicate to a detailed study of one case and collect necessary information at the spot as well as evidences over a long period of time, reported by the agencies. From the moment the agencies notice facts indicating to damage, they use an interdisciplinary approach to several aspects, namely:

- Law
- Economics
- Technical and
- Operational aspect (collecting data through trusted intermediaries).

When it comes to facts that indicate the fraud as a crime offence, they can be divided into two groups:

- General indicators (data about the person submitting a request for damage, the motive of fraud, prior requests for material damage, reported traffic accidents immediately after the conclusion of insurance policies, time and place of accidents) and
- Special indicators (these indicators are specific, depending on the type of insurance)⁹.

Accident with the elements of fraud is being preceded by a team composed of professionals. The team is in direct cooperation with police services. Police and other records recorded a number of cases where they doubt the regular occurrence of accidents because of the way they were reported, but there is no legally valid evidence which would be used as authoritative by the court in a case of dispute¹⁰.

There are several ways that can contribute to successful methodological resolving of frauds in insurance, as following:

- Fair and timely access by the public – residents – after they get informed about the fraud
- Trustful and fair cooperation between insurance agencies
- Professional and fair cooperation between insuring agencies and police
- Long experience, expertise and professional activity of agencies staff

2.5. Police role in detecting and combating frauds

According to some statistics of police and insurance agencies, insurance frauds make a significant percentage of total frauds as a criminal offense. Therefore, this type of frauds is, in total amount of recorded frauds, at a significant place of criminal activity, which is given special priority in resolving this type of deviant behavior by active police.

The facts mentioned above result in a defeat fact that the largest number of frauds that occur in traffic accidents is revealed by the insurance agencies not the police whose duty is to reveal such cases through crime scene investigations and other means of learning about the source of this information. It has already been pointed out that procedural methodology for detecting fraud has a multidisciplinary character and success, as the detection and prosecution of fraud need expertise in various fields of science what has been confirmed in practice.

Resolving, preventing and combating fraud, as one of the forms of crime, is a task of various specialized police departments/units: traffic police, criminal police, organized crime police and other services that can contribute to prevention of frauds. It is indicative, and it is important to emphasize that cooperation on the level of insurance agencies and these police departments/units is not very good, I.e., the exchange of important information is sometimes very poor. One of the tasks of the police is discovering the range of false or agreed frauds, what is not very easy as is the practice and past experience has shown that the fraud in traffic accidents is difficult to prove. Traffic accidents are usually simulated by the two drivers, one of which always recognizes own responsibility using a false alibi and false facts. Such a fact creates a complicated circumstance at the beginning of resolving the case. This may lead investigative work to wrong direction¹¹. All this suggests to the fact that interest of the police and their structures to discover frauds in traffic should not remain poor.

⁹ Vodinelic V., *Criminalistic Science in Traffic, Methodology of Analyses and Investigation of Traffic Accidents on Roads, on the Sea and in the Air*, Beograd, 198

¹⁰ www.osiguranje.ba

¹¹ Jasarevic O., *Alibi as Alibi as an Evidence in Criminal Procedure*, Kiseljak, 2009

3. CONCLUSION

Billing and attempt to charge for any material and non-material damage (injury and endangering the health of people and property) on the basis of fraud in insurance in the territory of Bosnia and Herzegovina, the region and wider, has become a phenomenon and for individuals - fraudsters is a lucrative business and the way of earnings, when it is hard to get money. Fraudsters are guided by the saying "money is there, there on the street, just need to know to take it."

The insurance agency with its existing organization, the earlier mutual cooperation (poor co-operation) and staff incapacity are fertile ground for lucrative earnings.

All this suggests that in Bosnia and Herzegovina, which would not be said for the region and beyond, there are no significant indicators of fraud referred to the current problem, nor is this issue subject of serious deals. Therefore, the organizational incoherence of insurance agencies, incomplete databases, and lack of cooperation with police services, represent the alliance for individuals and groups for frauds and easy profit.

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MARKETING PLANNING OF CONSUMPTION AND BLOOD PRODUCT

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***Summary:** Health has no counter-value. It is not traded and the health market does not exist as a classic form of market in other industries. From the economists' perspective health can be considered as the basic raw material produced by consumers, and therefore each level of the health stock of an individual and its level of decrease of consequence of numerous factors beyond the control of the individual itself.*

Due to the great importance of blood and blood components, being drugs of human origin, European Union legislation in the field of transfusion aims to provide so called "safe blood", whose collection is done on the principles of voluntariness, anonymity and for free of charge.

***Key words:** blood management; health marketing, health market, marketing objectives and marketing strategy*

1. INTRODUCTION

It is hard to imagine modern business, nowadays, without the marketing planning, which is the cornerstone to the future design and analysis of performed business activities and procedures. Marketing planning is a part of the management process that controls the future situation of an organization, so as to determine primary goals and the most efficient means to achieve them.

On the first sight, perhaps largely unknown, unattractive and completely insignificant discipline, marketing planning of blood and blood products consumption upon which, practically, all surgical intensive procedures lie.

Most of the works of health economists in the field of marketing is focused on goods such as drugs, alcohol, tobacco, etc. Rare are the examples dealing with health or pharmaceutical marketing. Up to now, economic experts, consciously or not, left health sector and all flows within it to health care workers – medicine workers, dentists and pharmacists. Since the beginning of the eighties, however, the trend changed by economists entering into the health sector, which is in line with the macroeconomic picture and Bosnia and Herzegovina's devotion to join the European Union.

2. BLOOD MANAGEMENT DEVELOPMENT

In medical practice, blood is used as a pharmaceutical tool, all because of its achievements in fields of its collecting, processing, storage and distribution. The fact that the most common risk in blood transfusion comes from an error in the blood delivery, supports the claim that blood is considered very important pharmaceutical agent.

For centuries, battlefields were the place where the surgeons faced the loss of blood and on the very battlefield bleeding was identified as the cause of death. After the attack on the World Trade Center in New York, September 11th 2001, medical doctors of the United States of America Army joined the Society for the

Advancement of Blood Management, and the interest for this type of management increased. High prices of blood transfusion in the war times and logistics difficulties, demanded new approaches to blood storing.

The main reason for defining the process of ensuring sufficient amounts of blood is reflected in the need to provide sufficient quantities of high quality and safe blood, as well as to set standards of health care, in the field of transfusion, that meet the highest European standards, in the process of collecting, testing, processing, storage, distribution and release of human blood and blood components.

Bosnia and Herzegovina's commitment are European integrations, and the goal of present European Union legislation in the field of transfusion is to provide blood and blood components as a remedy of human origin based on the principles of voluntary, anonymous and free donating from the own sources. This implies a good organization of transfusion services and quality control as one of the conditions for safe and quality transfusion treatment which is available to every patient.

High level of human blood usage in therapeutic purposes implies respect of certain principles formalized in the form of an EU directive by the expert bodies and the European Union Commissions for Transfusion Medicine. This directive dating from 2002. and later adopted amendments, establishes quality and security standards regarding the collection, testing, processing, storing and distributing blood and blood components. It is applied in the European Union countries and other countries that are in the process of accession to the European Union. In this regard, and in order to prepare for international integration project was launched under the name "Safe blood" so as involve Balkans countries in the process of standardization and adjustment to European norms in this field.

3. HEALTH MARKETING

Health Marketing Development opened health institutions for breakthrough of concepts and methods from other industries and has helped the development of modern business practices in the area of health. Request for marketing skills is certainly growing. Profitability of health personnel who understand marketing can be very significant. Health institutions at the present, and especially in the future, will certainly value such skills. The focus of economists for health care can be, inter alia, explained by the fact that health has no counter-value. From the economists' perspective health can be considered as the basic raw material produced by consumers, and therefore each level of the health stock of an individual and its level of decrease of consequence of numerous factors beyond the control of the individual itself.

Considering health as "raw material", some governments have passed a series of laws, regulations and recommendations regarding the use of health services.

Rights defined in the Convention on human rights in Nice 2001, are to be applied as well to the patients' rights in countries whose national laws do not care about the protection.

4. HEALTH MARKET IN REPUBLIKA SRPSKA

Blood management program as a result has providing of integrated patients care program, which will reduce the costs of their stay in hospitals and help removing transfusion contraindications, and thus increase the satisfaction of patients and providers of health services. Thorough and continuous education of medical doctors in the blood management program is of a special importance. Namely, an excellent set of equipment does not make a good blood management, but primarily a set of good medical doctors willing to exchange information on the currently available techniques of blood management, and to compare them with own knowledge and skills.

Due to the great importance of blood and blood components, as well as of drugs of human origin, Republika Srpska adopted the Law on transfusion medicine in 2008 ("Official Gazette of Republika Srpska" No 1/08), as well as a series of by-laws regulating this matter. Also, Republika Srpska Government adopted the Strategy of safe blood in Republika Srpska for the period until 2015, which means a great step forward in providing sufficient amounts of safe blood. At the same time, the adoption of the Strategy means moving closer to resolving this important branch of medicine in the way in which it was done in the European Union, as membership in the EU implies a commitment to the area of transfusion medicine be arranged in the way it was done in the member countries of the European Union.

Activities of transfusion medicine in Republika Srpska are performed by the Institute for transfusions of Republika Srpska, as a reference and an independent medical institution headquartered in Banja Luka, medical centers for transfusions and hospital services. Annually, approximately 24 thousand units of blood are collected, which is less than 18 donations per 1000 citizens. Approximately 30% blood out of this is collected through voluntary blood donation, and the remaining 70% of designated (family) blood donors. This

is unfavourable; it impedes functioning and does not allow the existence of permanent blood reserves. According to the recommendations of the World Health Organization and the Council of Europe, all or at least the biggest part of blood should be collected from voluntary blood donors, since the statistics showed that this blood is safer and in much smaller percentage of reactivity to the results of testing to the transmission diseases. According to the provisions of the Law, the minimum normative reserve is to collect blood from at least 3% of the population. Hospital transfusion services are the only authorized hospital blood banks, which issue blood for transfusion treatment of patients. All units of collected blood should necessarily be tested according to the Program of blood testing in Republika Srpska, which is based on international standards.

In order to provide sufficient amounts of blood and blood components of high quality and safety, with maximum efficiency and minimum risk for the donors and the patient, the transfusion service must have a quality management system. According to European Council Directive No. 2002/98/EC the establishment of competent regulatory body which regularly control quality system and issues licenses for transfusion services is required. Quality management system in transfusion is based on the principles of Good manufacturing practice for drugs in medicine (European Council Directive 91/356/EC and ISO 9001-2000 standards). Safe blood and quality standards require monitoring and evaluation of all procedures in practice, quality equipment and reagents, preservation of so called "Cold chain" in the transport, storage and distribution of blood, and well educated and trained staff.

5. SPECIFYING MARKETING GOALS AND FORMULATING MARKETING STRATEGY

Aims of promoting blood donating in 2010 are:

- increase collecting of the full blood doses for 15% in comparison to the last year;
- increase the percentage of processing full blood doses at 60%;
- reach level of 60% of fulfilling the requirements for blood and blood products doses;
- educational and motivational activities to raise awareness and knowledge about the voluntary, anonymous and free blood donating.

Program for the motivation and involvement of the new voluntary blood donors and retention of regular voluntary blood donors, should apply a multidisciplinary approach to the voluntary blood donation by including a wider social community in these activities.

The main activities of marketing strategy are:

- informing and educating the whole population;
- education of volunteer organizers of voluntary blood donors and voluntary blood donors' associations;
- long-term national programs to raise awareness and promote voluntary blood donations etc.

These are conducted by organizing seminars, lectures, preparation and distribution of promotional materials, media promotion of voluntary blood donations (videos, interviews, posters, billboards with messages for the target population groups that are presented accordingly to the planned dynamics), giving recognitions for a certain number of blood donations, gathering voluntary blood donors, and media promotion of blood donations.

For the implementation of marketing strategy the main actors should be the Institute for transfusions of Republika Srpska, the Red Cross and other non-governmental organizations, and in cooperation with institutions, companies and means of media communication.

6. CONCLUSION

Considering the current situation and working conditions, it can be said that the present system of transfusion services in Republika Srpska is inadequate, unreasonable and unprofitable.

It is necessary to access the reorganization of transfusion service, to modernize it, to raise the work quality, to have specialized personnel in all work areas, to introduce a quality system and control, to rationalize the use of blood and blood components.

Continuous and large campaign to promote blood donating only from voluntary blood donors is needed. In this manner, an adequate amount of safe blood and blood components from own sources for transfusion treatment of patients would be provided.

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THE IMPORTANCE OF TELECOMMUNICATION ACTIVITY THROUGH PARTICIPANCE IN BDP

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Summary: *If we observe the period from 1991 to 2007, we come to a conclusion that in the world, income from telecommunication sector at a yearly level show constant growth, even around twice the value in the last ten years. Even during times of economic crisis telecommunication growth is obvious when we speak about investments and income, which shows the importance of telecommunication sector in the world. Telecommunication sector meets various challenges in development. Before all, it is necessary to follow the development of the new technologies and constantly take care of the market needs, which is more and more conscious of its needs, and invest into all the sectors in the organization for attracting customers. At the other side, telecommunication must be supported by national strategies which must always follow development routes of this sector in the world and surrounding countries, as adaptability, innovation and acting in accordance with the changes of essential importance. Telecommunication is support to a new, modern way of life and must follow technique and technology trends and also trends of user needs and wishes.*

Key words: *telecommunication, public service, telecommunication market, management*

1. INTRODUCTION

A wave of changes caught the world. Market competition has not been only figurative approach lately, but a real condition. Actual happenings, statistics, research, academic and scientific thought, practice experiences, expert recommendations, all confirm that "changes are the only constant" of today's world. We can even conclude that consciousness about changes, as inevitable and the only certain thing of today's world, increases in all the circles, and this is confirmed by a large number of articles – expert, scientific and newspaper, which find inspiration exactly in this idea.

All the organizations face the changes but only the best survive. What makes great organizers? Researches of over 80000 managers in 400 companies lead to a conclusion that regardless sex and age structure, skin color and geography origins, regardless the activities of a company or aims of the organization and styles of management they all have one joint feature. This feature refers to *disregarding management law in favour of intuition and some immeasurable, parameters typical to them.*¹ This specifically means choosing cooperatives according to their talents, experience or skills, motivating employees through constant improvement of positive and strong sides of personality and professionals, and not changing weak sides, then developing specific potentials of the employees through skill and finding or discovering a proper place in the organization.

Many authors agree with Drucker who once said that great leaders and organizers are born, which means that skills making them cannot be learned completely at school but success partly requires genetic predetermination.

¹ Galupo's research, publication from 2005. *First Break All the Rules* by Marcus Buckingham, Curt Coffman, source: Isaković S.: *Manager in art: personality with special form, paper GM*, Nr. 31, Belgrade

Drucker once pinpointed that “Successful managers do not start their day with working tasks but with time they have available” thus showing the importance of a skill to organize time, or manage time, which has had a tendency of increased interest lately, especially when we bear in mind a rapid tempo of changes.

2. CHANGES AND PUBLIC ENTERPRISES

It is probably easy to find literature and theorize on management of changes. It is much harder to apply them effectively and efficiently in practice and stay on the market which is crueler by the minute. It is also easier to apply changes in smaller specific business structures than in larger ones. But there are exceptions too. The thought on the necessity of changes in the large systems, even more if we talk about systems of general public interest, or public sector, associates to systematic, planned changes from the roots upwards. Thus comes the necessity of reforms in the public sector but also moderate speed in reacting and implementation.

Public enterprises in Serbia are associated with great losers, overgrown enterprises, and a large number of employees. In 2009, there were 17 public enterprises in our country founded by The Republic of Serbia and AP Vojvodina: EPS, electro nets of Serbia, PEU Resavica, NIS, Srbijagas, Transnafta (Transoil), Železnice Srbije (Railroads of Serbia), JAT, Aerodrom (airport), „Nikola Tesla“, Putevi Srbije (Highways of Serbia), PTT „Serbia“, ad „Telekom Serbia“, Skijališta Srbije (Skiing Resorts of Serbia), Srbijašume (Serbian woods), Vojvodinašume (Woods of Vojvodina), Srbijavode and Vode Vojvodine Serbia and Vojvodina Waters); There are around public communal enterprises which are founded by local self-government units for performing cleaning jobs at the level of municipality.

Shortly, according to the Republic Office for Development² and regarding the period of transition, public enterprises did business profitably only in 2005, in 2008, with 15,8% of economic loss, at loser zone (loss of 52,9 billion RSD was over four times larger than income – 11.4 billion RSD). Achieved income of 11 JP (PE) makes only 3.8% of total economic income. The least profitable was EPS with (46, 5% PE loss, 7, 3% economy loss, and the most profitable was Telecom AD (48, 9 % of PE income, 1, 9 % of economy income), the largest total loss have the following public enterprises: EPS (200, 0 bill. RSD) and Railroads of Serbia (110.4 bill. RSD) – 83.5% of culminated loss of PE (53.8% and 29.7% respectively). Public enterprises do business in the conditions of illiquidity, high debt, and out of nine enterprises doing business through a long term financial disbalance the most distinctive are: Highways of Serbia, Telekom and Railroads of Serbia (Putevi Srbije, Telekom, Železnice Srbije). Besides the continuing trend of decreasing number of employees in 2008, there is still a problem of over employment and inadequate qualification and age structure that still burdens public enterprise business. They are characterized by over average salaries, too.

According to Marković³, some of the arguments for establishing public enterprises are:

- Insufficient efficacy of market mechanism in enabling public goods:
- Existence of economic branches that have the nature of natural monopoly like: electro economy, railroads, water supply economy, natural gas distribution, etc – so as to be able to achieve sufficient income to cover high expenses of business at relatively low price level, specific enterprises in these branches of economy must have a large number of users of their products and services. Bearing in mind economy volume, any other solution except monopoly is economically unjustified and irrational, so it is better for the monopolies to be publicly controlled than to be private;
- The possibility of leading economic politics, as by managing public enterprises one could influence solving problems in the economy as a whole, so public enterprises are given broader social purposes. This sector privatization is of a great importance for the economy of Serbia, and exceptionally big importance is supported by the following facts:
 1. Activities where they were formed, of a large importance – services and products of essential importance for population – it shows that their enabling at acceptable prices is necessary for “normal” life. For fulfilling these services there is often no alternative, as most of the public enterprises are either in monopoly or dominant position on the market:
 2. Power and size of public enterprises. Number of employees in public enterprises is around 9 % of total number of employed, total income is around 14%, and loss even 40% of total loss in Serbian economy:
 3. Inevitable and important service input of public enterprises for all the other enterprises – control over public enterprises enables control over total economy of a country.

² R. Srbija, Republic Development Office (Jun 2009): *Analyses of Public Enterprises Business in 2008*, available at <http://razvoj.gov.rs>

³ Marković D. (5.1.2010.), *Public Enterprises Privatization in Serbia*, Nova Srpska Politička Misao, available at: <http://www.nspm.rs/ekonomska-politika/privatizacija-javnih-preduzeca-u-srbiji.html>

As it is stated in a short statistic review, the sector of telecommunication is among the most profitable enterprises in the previous period. The facts state that economic crisis influenced this sector less than other sectors. In the following parts of this paper we will pay attention to characteristics of this sector and national telecommunication development plans.

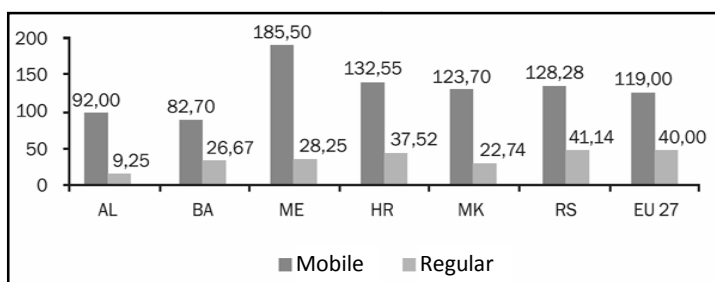
3. MARKET AND TELECOMMUNICATION: EUROPE & SURROUNDINGS

The importance of telecommunication comes out of characteristics of modern ways of communication, and the fact that new communications which happen with everyday development of new technologies, influence modern life, business and functioning in general. Why are telecommunications important for economy? Let's remind ourselves (according to the data considered by the strategy of telecommunication development) that global ICT market for the period of 2000, to 2005, was characteristically the fastest and the best return of investments compared to all the other economy branches. By its volume ITC market grew 60%. Annual growth of global sector of communication in 2005 was 10%, and part of ITC market in gross world product was 8.8%. Total income in 2005, was estimated to 2.112 billion Euros and the largest part of the market refers to telecommunication market services (996 billion Euros in 2005,), than IT hardware (921 billion of Euros in 2005,) and software and IT sector services (195 bill of Euros).

Let's consider telecommunications and European Union conditions⁴. People in Europe accepted the term "electronic communication" instead of the classical term "telecommunication", which came as a consequence of convergence telecommunication and ICT. Comparing to Japan (350E) and the United States of America (400E), Europe is behind in researching ICT, investing only 80 E per a citizen. The decision of introducing full liberalization of telecommunication market in European Union was very important for further development in the sector of telecommunication, while the new regulatory framework of EU from 2002 for networks and services of electronic communications for European Union members which has been in power since the middle of 2003.

EK adopted a five year strategy of on Jun 1st, 2005, and Initiative i2010, as an overall strategy for modernization and introduction of all the instruments of business politics of EU, to improve growth and open new employment possibilities in the areas of informational society and media industry. The Initiative i2010 had as an aim to improve development of digital economy and fix measures to enlarge investments in research of ICT and EU for 80%. During the period from 2005, to 2010, telecommunication sector in EU has shown regular average growth of 0.8% a year (growth of 2.7% for mobile communications and decrease of 1.9% for services using cable infrastructure). It is important to mention that services using cable infrastructure in 2005, at telecommunication market in EU average monthly income per a citizen was 22E and 28E for using mobile system services.

The risk of doing business in telecommunication sector is not unique for the whole EU because of the great differences in prices from regular to mobile net, (for example in Greece 12.8% on income comes from calls made from regular to mobile net, which is 30.1% of gross income, while in Germany these amounts are 5.7%, or 9.3%).



Picture 1 Number of subscribers of mobile and regular net at 100 citizens, review in surrounding countries; source RATEL, data provided by Country Monitoring Report 2 Annex (Cullen International)

⁴ Government of the Republic of Serbia, Strategy of development of telecommunication in the Republic of Serbia from 2006 to 2010, pg 5 to 11, available at the sight of the Ministry of Telecommunication and Informatics Society, www.mtid.sr.gov.yu

Comparing review of the number of users of mobile and regular telephony in the Republic of Serbia at 100 citizens is shown in picture number 6, which clearly shows that in all the surrounding countries number of mobile telephony subscribers is considerably bigger than regular telephony subscriber number.

It is important to mention that liberalization of telecommunication market and introducing competition provokes considerable change in the status of state operators with monopoly positions on telecommunication markets, so state operators had to adapt to new conditions and market rules. Most of the dominant telecommunication operators adapted to new circumstances and kept the leading regular telephony market position (international traffic and local calls), at the same time achieving significant starting advantage on mobile telephony market and internet services for already built and prepared infrastructure and new investments. Measures of rationalization were present in business as well as merging and new strategic alliances. So, for example from 2003, to 2005, one could notice a high growth of income in the sector of telecommunication services of 17.5% and in the sector of IT software and services of 23.6% and decrease of income in the sector of telecommunication equipment; on the other hand one could notice participation in the area of telecommunication services (as the largest) in the sector of IT software and services, which in the total ICT turnover grows from 50% to 60%.

4. TELECOMMUNICATION AND MARKET: SERBIA – ABOLISHING MONOPOLY

Review in 2005 in Serbia gives facts that telecommunications in our country were complicated by relationship of three telecommunication companies: JP PTT „Serbia“, Telekom and Mobtel5... JP PTT Serbia was the owner of 80% of Telecom, and joint owner of both direct competition mobile operators at telecommunication market – Mobtel, so the need presented itself for one more mobile operator.

The Government of the Republic of Serbia for purposes of faster development of telecommunication market made a Strategy of telecommunication development in Serbia from 2006, to 2010, which defined regulative, institutional, economic and technical aspects of development. The strategy stimulates development of telecommunication infrastructure and services as well as coordinating regulations of law in Serbia with regulative framework of European Union in the sector of telecommunication. This document defined the following aims6:

- Significant increase of telecommunication share in total gross social product;
- Attracting foreign and domestic investments with bringing encouraging measures with an aim of creating stimulative perspective of business environment;
- Total digitalization of telecommunication infrastructure as one of the key conditions for building informational society;
- Reaching average European degree in the telecommunication sector;
- Enabling the Internet to be available to everybody, cheap, fast, and safe;
- Encouraging web economy development;
- Increasing domestic industry participation in telecommunication sector development in the republic of Serbia and its restructuring for world market participation;
- Coordinating development of telecommunication infrastructure with requirements which were set in other sector strategies, and especially with the Strategy of Information Society development;
- Enabling efficient approach to information and knowledge;
- Increasing knowledge level and education by applying information – communication technologies and building telecommunication infrastructure, or information society.

It is useful to pay attention to basic principles of modern communications which review was given in the Strategy7:

- 1) Telecommunication industry became dominant in the world in the last ten year, according to Forbs list, 68 telecommunication companies were present in the list of the 2000 largest companies of the world in 2005, as a consequence of growth of certain companies and merging and joining, joint investments and taking over companies as important components of globalization process;
- 2) Globalization of telecommunication services, telecommunication market and developing politics and decisions significantly improved by strategic alliances among large companies;

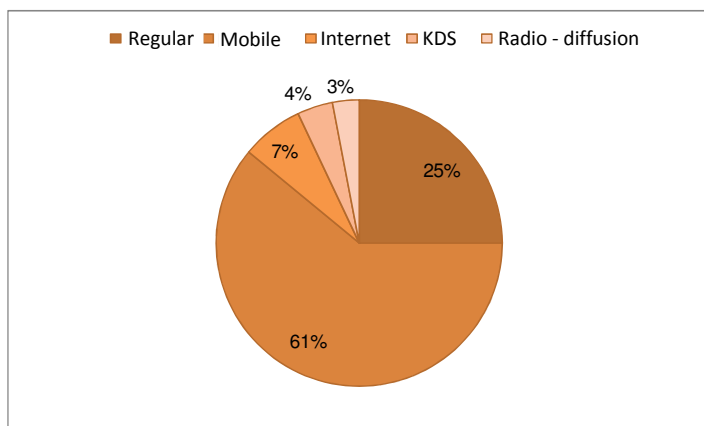
⁵ Matić M. *Monopolists punish citizens*, Internet developing center, EuMarket, number 1, May 2005.

⁶ Government of the Republic of Serbia, *Strategy of development of telecommunication in the Republic of Serbia from 2006 to 2010*, pg 3, available at the sight of the Ministry of Telecommunication and Informatics Society, www.mtid.sr.gov.yu

⁷ Ibid, pg 6.

- 3) Fast changing of global economy nature because of digital division and e –economy, by which it is based on competitive telecommunication networks, internet technology and computing resources and constant decreasing of communication expenses. For the possibility of increasing e-economy it is necessary to build telecommunication infrastructure, internet diffusion and developing applications for improving education, health, management, electronic service and management.

According to the data of the republic agency for telecommunication, telecommunication services income in 2008, amounted to 1.61 billion of Euros and it participated in gross social product with around 4,87% (in 2007, participance was 4.7%). Income structure in telecommunication sector and data telecommunication market picture was based on, in the republic of Serbia, were shown in the picture number 2, and parallel scheme of the number of subscribers of telecommunication services in the period from 2006, to 2008, was shown in table number 1. Data was acquired from the reports given by telecommunication market participants. Thus we can see that income from mobile telephony, if we observe services, achieved the largest part of total income in 2008, even 61%, while the smallest part still belongs to income from KDS - 4% and radio-diffusion - 3%.⁸



Picture 2. Structure of income by services for 2008
Telecommunication Market in 2008, Belgrade, pg.31

Table 1. Comparative review of the number of telecommunication subscribers from 2006, to 2008, Source: Republic Telecommunication Agency (2009): Review of the Telecommunication Market in the Republic of Serbia in 2008, Belgrade, pg.16.

	2006 Subscriber number in thousands	2007 Subscriber number in thousands	2008 Subscriber number in thousands
Regular	2.719,40	2.854,50	3.084,87
Mobile	6.643,70	8.452,60	9.618,77
Internet	1.005,00	1.268,50	1.619,71
KDS	541,90	774,10	860,79

Regular public telecommunication network in Serbia even after the monopoly of „Telekom Srbija” has been finished is characterized by Telekom as the only public telecommunication operator that offers to its users all the existing types of fixed telecommunication services. According to the data in 2005, reviewed by the Strategy of Telecommunication development, “Telekom Serbia” had 2.7 million of fixed network users, out of which 290 thousands were twin number users and 350 thousands were connected to analog phone central units. For improving development of public mobile telecommunication network it is planned⁹ to issue a

⁸ Republic agency for telecommunication, (2009): *Reviev of the telecommunication market in the republic of serbia in 2008*, , Belgrade, pg. 31.

⁹ Government of the Republic of Serbia, Strategy of development of telecommunication in the Republic of Serbia from 2006 to 2010, pg 16-19, availabe at the sight of the Ministry of Telecommunication and Informatics Society, www.mtid.sr.gov.yu

license to the third mobile operator according to the Basics for making a strategy in telecommunication sector, and then increase percentage of population and territory which is covered by services of mobile telecommunication and then increase of mobile service quality in all the conditions (in buildings; at the pen space; in cities owns and rarely populated areas; in condition of fast movement, slow movement or standing still); increase user services offer, introduce EDGE and UMTS systems; increase the possibility of international roaming. But, inside the frame of telecommunication development it is predicted to develop private telecommunication networks, for which it is necessary to consider a possibility that built capacities are used for needs of state management organs, or making e-management, then to consider possibility that unused capacities should be put in public usage, and improve activation of domestic production and performing capacities while building private telecommunication networks.

Even though lawful monopoly of Telekom Srbija in regular (fixed) telephony according to the existing law regulations on telecommunications has expired since Jun 2005, a competitive firm in this sector has not been introduced until recently. Government of the Republic of Serbia brought a conclusion in October 2009, on performing procedure of issuing a license for public regular telecommunication network and services, which would mean liberalization in regular telephony sector. After many years of expectations, by the end of January 2010, Managing board RATEL issued a license for making telecommunication network and performing services, to the company Telenor operating in 14 countries and is the 7th mobile operator in the world, with 172 million of users, out of which 2.8 million of users in Serbia and is a part of a Norwegian telecommunication group, before all bearing in mind the necessity of introducing competition in the sector of regular telephony and the only segment of the market of telecommunication in the Republic of Serbia which has not been liberalized yet, which is a condition for further economy development of our country. “¹⁰

Let us be reminded that Telenor has been present at Serbian market since 2006, as the largest individual investor in the region as the company itself claims, it constantly invests into network development, regional centers, shops and user care. The Manager of Telenor promises investments in network development of a few million Euros at a yearly level. It is not necessary to pinpoint a large gain for Serbian economy, especially when bearing in mind the fact that in 2008, there were no larger foreign investments in Serbia in the sector of telecommunication, so the largest investments (source SIEPA RATEL) are those made in 2007, Telenor by privatization 1.602 billion of Euros, and Mobilcom Austria as the largest Greenfield investment of 570 million of Euros.

5. FINAL CONCLUSIONS

According to OESD telecommunication industry represents “a group of productive and service activities aimed at gathering, carrying and showing information in electronic form”. The definition is based on the following principles (1) production (a product must be intended to fulfil the function of processing information and communication including transfer and presenting information, it must use electronic procession while detection, measuring or writing about physical phenomenon or physical process and (2) services – activities which fulfil the function of processing information and communication in electronic form. The conclusion imposes that key actors of the Strategy of domestic industry increase in development telecommunication in the Republic of Serbia are telecommunication operators and domestic producers of telecommunication equipment, but also state institutions responsible for business of telecommunication and economy¹¹.

The basic aim of this Strategy is developing competitiveness of domestic industry of telecommunication equipment which assumes several aspects of development¹²: increasing quality of produced telecommunication equipment, encouraging cooperation between telecommunication equipment producers with telecommunication operators, encouraging cooperation between telecommunication equipment producers with scientific research institutions on projects of development and following foreign trends and new technologies; increasing the number of small and middle enterprises and development of the existing ones that are in business of producing telecommunication equipment; improve competition; encourage employment; increasing gross domestic product and improve possibilities for investments in telecommunication sector in the Republic of Serbia;

Even though history of telecommunication was “full with attractive and technologically dominant technologies which didn’t survive expected commercial success, operators and vendors do not give up their

¹⁰ B92, *RATEL issued a license to Telenor*, source: Tanjug, 22.1.2010. available at <http://www.b92.net/biz/vesti>

¹¹ Government of the Republic of Serbia, Strategy of development of telecommunication in the Republic of Serbia, pg 3 <http://www.mtid.gov.rs>

¹² Ibid, pg. 12.

innovations and exclusivity, especially in today's marketing era... While doing that one should particularly asset the risks of new investments and new products and bring correct strategic decisions, as because of strong competition a constant need emerges to improve and broaden one's offer of services, decrease prices, react upon the moves done by competition and predicting those moves", while on the other side users became very choosy and completely aware of their needs. The largest change in user consciousness was brought about by the Internet and mobile phone appearance, which became a part of everyday life. Apart from the competition and maturity of the market, operators face the challenges and traps of new technologies."¹³ Telecommunications represent "a very dynamic sector, so it is not easy to predict speed and forms of further development "¹⁴. Republic Agency for Telecommunication as a "serious challenge for further development of telecommunications in Serbia" in the following years pinpoints as follows:¹⁵

- Preserving so far achieved trend of telecommunication development in conditions of global economic crisis,
- Efficient usage of existing telecommunication infrastructure, as a sequence of investments in its development and modernization,
- Creating conditions for fast development of a broader approach and Internet application
- Efficient usage of frequency spectre and moving to digital broadcasts,
- Liberalization and privatization in telecommunication sector.

For "telecommunication" future of our country, the one that will take its steps in line with the world and actual happenings and towards the development of new technologies, it will be of importance to convey Strategies with an action plan for changing from analog to digital broadcasting , which was adapted in July, 2009, and the Strategy with an action plan for development of a broad approach in the Republic of Serbia and the Strategy with an action plan for developing electronic management adapted in October, 2009. It seems that constant coordination of strategies can be of great importance, or coordination of action plans, according to the level of developing of telecommunication systems and with constant following of implementation of new technologies and trends in the surrounding countries, EU and broader.

A good example is transparent work of RATEL, which has organized a number of public discussions, counselling, seminars, expert workshops, so as to further improve bringing new law acts. It would be ideal of course, to go a step forward and dictate trends, which with modern infrastructure, good organization and will, and constant adaptation to changes is not impossible. Serbia would have to adjust to newborn and always changing conditions of a new knowledge economy, in which electronic communications have growing importance, which is one of the chances for growing economy.

For adjusting to liberalized market, telecommunication service suppliers "must introduce new services and technologies, which include user interaction, distribution of informative, multimedia contents and services which require higher personalization"¹⁶.

World Bank data which show the great importance of telecommunication for economy, can serve as the very end of this paper - "each ten percent of increased availability of fast Internet approach lead to increasing gross national product for 1,4 %"¹⁷ - A direct connection is indicator of necessity to invest into telecommunications.

¹³ Stamenković S., *Telekom Srbija, Challenges and dilusions of telekom-operators at modern telecommunication market*, 17. Telecommunication forum TELFOR 2009, Belgrade, 24-26.11.2009. available at: <http://www.telfor.rs>

¹⁴ Group of authors (2009): Review of telecommunication market in the Republic of Serbia in 2008. RATEL, Belgrade, pg. 6-7.

¹⁵ Ibid. B92, *RATEL issued a license to Telenor*, source: Tanjug, 22.1.2010. available at <http://www.b92.net/biz/vesti>

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¹⁹ Group of authors (2009): Review of telecommunication market in the Republic of Serbia in 2008. RATEL, Belgrade, pg. 6-7.

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²¹ Brodarić A., *Operative model of service delivery at liberalized telecommunication market*, 17. Telecommunication forum TELFOR 2009, Belgrade, 24.-26. 11. 2009. Available at <http://www.telfor.rs>

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DEVELOPMENT OF THE ECONOMY BY MEANS OF THE SPECIAL TECHNOLOGICAL-INVENTIVE ECONOMIC ZONES

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Summary: *It is necessary to involve in real economy science and education because they can create products with the highest additional value, increase the number and effectiveness of small and large innovative firms which can use the results of scientific research and create innovative technologies and products.*

Key words: *special technological-inventive economic zone, high-tech production, investments, innovations.*

In modern crisis conditions the innovative products must become inalienable part of new Russian image. It is necessary to show that what is happening in Russia is up-to-date, interesting, technological and dynamic. But more important not only to show but to prove by creating developed infrastructure, favorable atmosphere for life and work which can considerable increase the income of working people. Only in this way we can attract young specialist in different productive spheres in various parts of Russia. In this meaning innovations can be also real instrument of countries demographical policy. For solving these problems and especially under the crisis conditions the government create number of instruments for the development of the regions and transform the economy into the new innovative stage. These instruments are special economic zones, technological parks, business-incubators, innovative educational institutions and investment programs in the conditions of government and business partnership.

We would like to investigate more detailed the project of creation special economic zones in Russia and especially of technological-inventive type. Nowadays we have four zones of this kind in Moscow, Moscow region, Saint-Petersburg and Tomsk. They were created according to the Federal laws № 116-FL "About special economic zones in Russian Federation" (22.07.2005) and № 117-FL "About the alterations in some legislative acts in connection with adoption of federal law № 116-FL "About special economic zones in Russian Federation" (22.07.2005).

From the 13 created in Russia special economic zones only four are technological-inventive. According to the experts point of view on of the most perspective is the science city Dubna. Some experts even call it "silicon valley". It is supposed that the assignments from its activity into the budgets of different levels will be about 42,5 billion rubles. This zone has already begun its work but finally it will be filled in 10 years. Special economic zone is created not only for the existing firms but only for the future firms the founders of which now only think about the creation of the new scientific or technological products. The main question is not how much to produce but which role the country will have in the world division of labor. For example in Indonesia on the island Batan was created techno-park where people work with the salary 30 dollars per month and manufacture the products of the popular world brands. For the transnational corporations it is very cheap but the country doesn't develop. Economy of the Moscow region and whole Russia must be competitive on the world market. It depends to a large extend on the researches and developments which are now taking place in our scientific and engineer centers. Dubna also will receive powerful push for the

development for example building and reconstruction of the roads, new bridge on Volga, development of the infrastructure. The work of this zone is unique because it has the experience of working federal, regional and municipal authorities together. This project will be realized during 2005-2025 year. The square of the first area of SEZ - 135,71 hectare (adjacent territory of the town for the programmers - 330 hectare), the square of the second area - 52 hectare (adjacent territory - 72 hectare). It is planned to create 12000 of working places. Incomes into the budgets of different levels will be about 42,5 billion rubles.

The technological-inventive zone in Dubna (Moscow region) has been created for the attraction of the investors and for the ensuring conditions for the scientific investigations, creation of an experimental model and production of pilot lot of advanced technology products according with the priority directions of scientific-technological and innovative activities, experimental development, testing and personnel training which were given to Dubna like to the city of science by the Law of the President of Russian Federation N 1472 (21.12.2001).

The main objects of technological-inventive zone are:

- increasing part of Russia on the world markets of the advanced technology products and first of all at the sphere of informational technologies;
- creation of the modern Russian model of the science-technological park which unites the university, the research and engineer center, the innovative enterprises,
- building-up in Dubna the center of development and spreading the culture of designing and implementation of the software products.
- In the course of realization the project of the technological-inventive zone will be solved the following problems:
- development the modern model of the scientific cities elaboration as the main part of the creating national innovative system;
- improvement the mechanism of the concentration in modern conditions intellectual and other resources on the certain territory for the solving of the priority problems in the scientific-technological sphere;
- creation the mechanism of the interaction between the federal government body and the government body of the federal subject and the local authorities.
- development the mechanism of partnership between the government and businesses in the projects of the regional progress;
- improvement the mechanism of creation and functioning special economic zones as an instrument of government support of the activities in the sphere of the high tech.

In the process of growing this zone will be also solved the problems of the mortgage to provide with the accommodation attracted specialists and also the problems of city growth and engineer supply of the modern small cities. Special economic zone in Dubna has been created first of all for the attraction residence-companies which will form their staff by involving young and highly qualified specialists from the different parts of Russia, CIS and the abroad. It is planned that the urban population in Dubna will be increased in 1.5 times accordingly to this it will be necessary to increase all elements of the existing infrastructure. The university "Dubna" was put into the plan of the adjoin territory because the educational component is very important in the process of creation special economic zone. The plan of the beautification and appropriate material and technical rigging of the special economic zone and the adjoin territory consists of the building, reconstruction, complete overhaul of infrastructure objects. Investment attractive objects will be financed by the non-budget financing resources.

The main spheres of the specialization SEZ in Dubna are IT (information technologies) and nuclear technologies. Though will be supported the other branches which have been traditional for Dubna (construction of the aircrafts, acoustoelectronics, systems of safety) and bio- and medical technologies. In the fields of the IT and nuclear technologies are supposed to form special clusters – some quantities of the organizations which can form new qualitative environment for the effective realization of the prospective developments. Informational technologies are planned to develop on the left bank of Volga (the first area) and nuclear technologies on the right bank in new industrial zone not far from the United institute of the nuclear investigations (the second area).

One of the first residents of SEZ in Dubna has become company "Luksoft-Dubna". The founder of it is the company "Luksoft" one of the main leaders at the Russian market of the IT-outsourcing and export programming. Realization of this project will increase annual sales volume of the "Luksoft-Dubna" products of the IT-outsourcing and export programming to 3 billion rubles by 2011. It will be done by the creation in Dubna center of the programming and IT-outsourcing for Russia, USA and EU and leading world high-tech companies - Boeing, Motorola and others. Authorities of Dubna expect that special economic zones will increase the population of the city to 30 thousand people about 50%. By the end of 2009 special economic zone in Dubna has 21 resident companies.

The second special technological-inventive zone in Saint-Petersburg has been created on two territories: the first territory “Nojdorf” (settlement Streljnja) and the second territory at the northern part of the woodland park Novo-Orlovskij. This zone will be created for the purpose of localization organizations and science intensive manufactures and for the creation conditions for their development and also development service industries in the sphere of high tech. According to the law about special economic zones in Russian Federation technological-inventive activity is the creation and realization scientific and technical production, coupling it to the industrial production and using including manufacturing, testing and realization of the sample quantity and also creation of the soft ware systems of the data acquisition, computing and data communication, the systems of the calculations distributions and supply services of the adoption and the maintenance such products and systems. On the territory of the special economic zone in Saint-Petersburg is planned the design of the software product, communication facilities of the different assignment and domestic electronics, automate PCS, military and civil aviation, medical techniques, development of the analytical devices and production of the preproduction series. According to the law special economic zone of technological-innovative type is created for 20 years special tax and custom regime help to increase the costs of export-import operations.

To ensure the proper work of special economic zone was created public corporation “Special economic zone of the technological-inventive type “Saint-Petersburg”. The share of the city in the authorized capital of this company is 49% and 51% of the shares has public corporation “Special economic zones”. At the end of 2006 federal budget invested 8 billion rubles for the development of all kinds of zones, about 900 million were for the zone “Nojdorf”. The public corporation “Special economic zone of the technological-inventive type “Saint-Petersburg” must play the role of the management company and ensure the creation and the exploitation of all infrastructure on the territory of the zone.

Special economic zone on the territory “Novo-Orlovskaja” will be the cross-point of the Saint-Petersburg industrial cluster interests and innovative business. Special economic zone must ensure intelligent component and must be the resource of new technologies necessary for the industrial enterprises. With the using of new technologies industrial enterprises can dynamically develop and increase their competitiveness on the Russian and world markets.

By the end of 2009 on the territory of SEZ in Saint-Petersburg were 13 different companies. Creation of the special economic zone can improve investment and business climate in the regions and will speed up the formation of dynamic developed, competitive regional economy by means of the development science intensive, high-tech industries. More over building-up of the special economic zone can form new standard of the labor organization and life quality.

First of all it is necessary to create special infrastructure on the territory of the zones. All important procedures both juridical and engineering must be realized in complex. The roads and pipelines and networks must be finished before the beginning of the building of the production departments.

To avoid corruption and appearance of the crime on the territory of the SEZ was created the Council of experts. One of its main tasks is the expertise of the business plans introduced by the potential residents of SEZ. This council is common for all Russian technological-inventive special economic zones.

Special economic zone in Moscow “Zelenograd” is also created in two areas. First is placed on the territory of the industrial zone “Alabushevo” with the square 150 hectare. It is planned to create 15000 of working places here. Will be built also some transport communications near the zone. On the territory of the “Alabushevo” area it is planned to create scientific, industrial, service and recreational zones. For the creation special infrastructure it is supposed to get 10 billion rubles, 50% from federal budget and 50% from the regional budget. In this special economic zones will be made all kinds of technological-inventive activities from development materials and technologies to the manufacturing and sale of the pilot lots.

The second area of the technological-inventive zone “Zelenograd” is on the territory of the innovative complex of MIET (Moscow university of electronic techniques). On this territory is located modern university innovative complex. It has business incubator, science-technological park, two innovational centers, regional center of the commercialization and transfer of the technologies, diversified experimental plant, 8 training-scientific complexes and 6 branch centers. The main specialization of the residents in this area are the independent scientific researches and developments, innovative-technological work and also rendering of innovative-technological services at the following fields:

- development and application of modern national electronics production;
- development and application production of microsystems technology on the bases of the modern technology of deep silicon forming;
- development and application manufacturing of integral optics goods, intellectual systems of navigation and management;
- electronic instrument engineering.

It is planned to get 460 million investments for the creation of infrastructure, 50% from the federal budget and 50% from the regional budget.

The main tasks of the technological-inventive zone in Zelenograd are:

1. creation of the basis technologies which will have multiplicative effect and will be the foundations for the development and manufacture of high-tech production competitive on the national and world markets;
2. creation of the favorable conditions or the attraction of national and foreign investments into the sphere of the high-tech and science intensive productions
3. development of the innovative infrastructure, creation conditions for the successful technological-inventive activities.
4. development of the manufacture and extension of the electronic production enterprises of Zelenograd;
5. effective using of the industrial potential and increasing of the enterprise financial stability;
6. preservation and increasing potential of the highly skilled personnel;
7. commercialization of the scientific researches;
8. improvement working conditions and growth of salary;
9. increasing of the tax base and growth of payments in the budget.

By the end of 2009 in SEZ Zelenograd has been working 12 resident enterprises.

It is not surprised that one of the special economic zones was created in Tomsk. In 2005 there were more than 270 innovative enterprises on the territory of the Tomsk region. And every year are created about 20-25 new ones. The success of Tomsk was formed mainly by the development of science in the educational institutions. During the restructuring of the economy were happening many interesting changes which have forced the scientists to search additional resources to earn money and at the same time not to stop scientific investigations. All this leads to the close collaboration between innovative enterprises and educational institutions. They create together laboratories and research institutes or resort centers. For example Tomsk company "Elekard" is working in the sphere of the digital sphere technologies. Every year for the work at the company come 20-26 new specialists which studied in the resort centers. About 50% of the regional budget is formed by the company "Tomskneft". Nowadays Russia tries to develop strategy of replacement resource branches. But it is not very easy to find new ways of regional prosperity. The most perspective on the world markets for Russia in modern conditions can be aerospace industry, new materials, biotechnologies and education. All these spheres require highly qualified labor force and high level of education. In Tomsk were opened first associated joint-stock company, 26% of its authorized capital has Tomsk region and 74% - public corporation "SEZ". Total amount of government investments into the Tomsk SEZ during 5 years will be about 30 billion rubles. Undoubtedly will be also individual investments. On the level of business offers in the zones were made following calculations if government invest 1 ruble the individual investments will be 4 rubles.

The company "Sibur" has invested about 2,5 million dollars in the development of the northern part of the technological-inventive zone. The land laws were also thoroughly examined by the government. They tried to use international experience. The most important for the beginning work of the residents is the absence of the land law for 5 or 10 years. The residents can be divided into the residents-investors and the residents-tenantry. Some of them can invest huge amount of money like has made the scientific-research organization "Tomskneftehim" which has some connections with "Sibur". They have invested 3 million of dollars in reconstruction of old building of the scientific-research institute. In a very short time just for 3 months they have changed it into the modern well-equipped institute. They will continue to invest not less amounts of money to create the biggest scientific-research center in the sphere of petrochemistry "Sibur". This center was opened by the president of Russian Federation.

Nowadays in Tomsk special economic zones are working 45 residents among them 7 companies have foreign capital. SEZ Tomsk was created on two areas with common square – 207 hectare. First area "Southern" near the academy camp has square 192,4 hectare, the second one "Northern" – 14,6 hectare. By the autumn 2009 for the creation of innovative, transport, engineer, social and other infrastructure were spent 3850 million of rubles, 2358,1 million of it were given from the federal budget and 1491,9 million rubles from the regional budget. At 2008 were completed the building of Innovative and technological center, custom infrastructure and two check points with the necessary equipment.

During the implementation of the strategy the most perspective according with the scientific, industrial and personnel potential in Tomsk region are informational-communication and electronics technologies, production of new materials, nanotechnologies, biotechnologies and medical technologies.

Innovative model of the economy will create additional stimulus for the development and effective using of scientific-educational complex. In Siberia academic science unites 75 scientific-research institutions and Sebirian department of Russian academy of science. More over it is the science of the institutions of higher

education developing in many universities of Omsk, Novosibirsk, Irkutsk, Ulan-Ude. Among them are 5 Siberian institutions of higher education which have received the status of the innovative in the national project "Education".

Besides technological-inventive zone in Tomsk in Siberian Federal Okrug are creating two federal technoparks in the sphere of the high-tech in Novosibirsk and coal technopark in Kemerovo. Thereby in the west of the Siberia is forming the center of the technological-inventive cluster in the form of the triangle "Tomsk-Novosibirsk-Kemerovo".

Technoparks are very close to the technological-inventive zones because they are the instruments for the stimulation innovative development. But the technoparks don't have tax facilities like the residents of the special economic zones. They have special facilities for the payment of the VAT and excises, united social tax, profit tax, property of the organization tax, land tax and also on the territory of the zone is the regime of the free custom zone. Technopark is more infrastructural project for the creation complex of the conditions for the successful development of the innovative enterprises.

Some specialist think that technological-inventive zone can be built everywhere just we need empty space. But in reality all this is very complicated. Except laboratories and engineering buildings are necessary thoroughfare, technological, informational and social infrastructure. And more over personnel is of great importance not only scientific but also for the technological and social services. Each technological-inventive zone has its own specialization. For example the specialization of Zelenograd zone are microelectronics and optoelectronics, IT-systems, bio-informational and bio-sensory technologies, nano-technologies and materials. In the special economic zone Dubna it is planning to develop informational and nuclear technologies. More over here is creating the biggest in Russia center of the software development which is intended to enter into the competition with the same centers in India and China.

At the end of 2009 the president of Russian Federation signed several very important laws for the special economic zones. They were made after the investigation of the residents and potential investors requirements. These laws widen the list of activities which the company can make on the territory of SEZ. For example in technological-inventive zones the residents can manufacture science intensive production. The adjacent territories can become the property of the managing companies without the tendering. These measures will make it possible to create the objects of the external infrastructure of the special economic zone and will solve the problem of the housing of the specialists. One of the important norms in the law has crisis management character. It will be possible to create new special economic zone according to the decision of Russian government without additional competitions.

We can solve the problem of increasing level of Russian people's prosperity only under the conditions principal changes of economy structure and creation backgrounds for support those branches where is creating the high added value and consequently high salary. The choice of the priorities for the strategic development of the country was based on the estimation potential of growth in the main sectors of economy under the influence of the world and national economic tendencies and trends. The world experience has shown that one of the main instruments for the development competitive branches and creation of the high-paid workplaces are special economic zones.

While realization the project of special economic zone the most important is the creation of the unique business environment for the active development of the innovative business, manufacture of scientific-technical production and introduction of it to the national and world markets. The main advantages of the special economic zones are:

- modern material and technical base for the development of the technological-inventive activities;
- advanced net of services for the innovative business (consulting, marketing, juridical and others);
- effective access to the financial resources (founds of the direct investments, venture fund and others);
- favorable regime for the business activities;
- wide possibilities for the realization of the export potential;
- access to the professional labor resources;
- systematic exchange between the companies of the modern knowledge and best practice.

Special economic zone is the ground for the realization not only the investment projects in innovative sphere but also the projects of improvement transport, housing and social infrastructure.

Effectiveness of the special economic zones is estimated first of all by the volume of the investments, creation of the work places and incomes into the budgets. This project has risks both for government and investors. The government invests huge amount of money in the creation of the infrastructure without incomes during the first years of the projects. In technological-inventive zones exists risk of the not effective scientific design. These risks share both companies which fulfill scientific research and government which takes significant part in the support of the scientific sector. First of all it is necessary to decrease the level of risks depending from the government: create predicted legislation, which guarantees property rights,

informational transparency and also advanced infrastructure. In Europe first serious results in SEZ for people and budget were marked only after 10-15 years. According to this way Russian special economic zones are only at the beginning stage.

While realization the project on the territory of the SEZ the enterprises save 25-30% of the costs. One of the main factors which decrease investment and business activities in the country is the high level of the administrative barrier. Special administrative regime – the regime of “one window” – allows to the resident to pass very quickly all licencing and completed documents on the all stages of the projects realization. Creation of the engineering and telecommunication infrastructure by the resources of the budgets of different levels can decrease the value of the investment projects by 8-12%. Significant value for the residents has also stipulated by the federal law special tax and custom benefits for the residents of the special economic zones. Science-inventive zone will be the source of conditions for the development high-tech industrial clusters which unite company-suppliers and consumers, organizations which train personnel, research institutes and others. World practice confirms that the work in cluster allows to reach absolutely different level of the working efficiency and as the result to get new scales of the added cost. All these factors can attract more investors into the special economic zones. Administration of regions and business community are going to integrate into the world economic space. SEZ were created on the territories of the stable and successful development. Each investor every time estimates all possible risks. If the company has the history of the success in the region where have been built conditions for the stable growth, which has qualified personnel, administration of the region can help business not only to open but without additional problems close the enterprise, the investor will choose this regions for the investments. The administration of the regions guarantees to the business protection against the corruption and the bureaucracy. In the region is built the system of the government support for the investors.

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ПРОБЛЕМЫ ПОВЫШЕНИЯ ДЕЛОВОЙ АКТИВНОСТИ ПРЕДПРИЯТИЯ

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Аннотация: Деловая активность, определяет финансовую устойчивость и платежеспособность предприятия, которая во многом зависит от эффективности использования оборотных средств.

Ключевые слова: деловая активность, коэффициент оборачиваемости, оборачиваемость капитала, рентабельность, прибыль, экономический потенциал предприятия, золотое правило экономики предприятия.

В узком смысле понятия деловая активность – выступает как важнейшая характеристика экономического состояния и развития предприятия.

В широком смысле деловая активность оценивается данными о динамике важнейших экономических и финансовых показателей работы организации за ряд лет, описанием будущих капиталовложений, осуществляемых экономических мероприятий, природоохранных мероприятий и другой информацией о деятельности организации, интересующей возможных пользователей бухгалтерской отчетности и включаемой в пояснительную записку к бухгалтерской отчетности.

Качественными критериями деловой активности предприятия являются:

- 1) широта рынков сбыта продукции;
- 2) наличие продукции, поставляемой на экспорт;
- 3) репутация предприятия, выражающаяся в известности клиентов, пользующихся его услугами.

Количественными критериями деловой активности предприятия являются:

- 1) степень выполнения плана по основным показателям;
- 2) обеспечение заданных темпов их роста;
- 3) уровень эффективности использования ресурсов предприятия.

Деловая активность является комплексной и динамичной характеристикой предпринимательской деятельности и эффективности использования ресурсов. Уровни деловой активности конкретной организации отражают этапы ее жизнедеятельности (зарождение, развитие, подъем, спад, кризис, депрессия) и показывают степень адаптации к быстроменяющимся рыночным условиям, качество управления. Деловую активность можно охарактеризовать как мотивированный макро- и микроуровнем управления процесс устойчивой хозяйственной деятельности организаций, направленный на обеспечение ее положительной динамики, увеличение трудовой занятости и эффективное использование ресурсов в целях достижения рыночной конкурентоспособности. Деловая активность выражает эффективность использования материальных, трудовых, финансовых и других ресурсов по всем бизнес-линиям деятельности и характеризует качество управления, возможности экономического роста и достаточность капитала организации. Основополагающее влияние на деловую активность хозяйствующих субъектов оказывают макроэкономические факторы, под воздействием которых может формироваться либо благоприятный «предпринимательский климат»,

стимулирующий условия для активного поведения хозяйствующего субъекта, либо, наоборот, предпосылки к свертыванию и затуханию деловой активности. Достаточно высокую значимость имеют также и факторы внутреннего характера, в принципе подконтрольные руководству организаций: совершенствование договорной работы, улучшения образования в области менеджмента, бизнеса и планирования, расширение возможностей получения информации в области маркетинга и др. Значение анализа деловой активности заключается в формировании экономически обоснованной оценки эффективности и интенсивности использования ресурсов организации и в выявлении резервов их повышения.

Однако перечисленные выше определения не учитывают влияние внешней среды на деловую активность хозяйствующего субъекта. Поэтому это понятие следует уточнить. Итак, деловая активность промышленного предприятия – это его способность по результатам своей экономической деятельности занять устойчивое положение на конкурентном рынке (свободный рынок без входных барьеров и препятствий конкуренции).

Деловая активность организации в финансовом аспекте проявляется в оборачиваемости ее средств и их источников. Поэтому финансовый анализ деловой активности заключается в исследовании динамики показателей оборачиваемости. Эффективность работы организаций характеризуется оборачиваемостью и рентабельностью продаж, средств и источников их образования. Поэтому показатели деловой активности, измеряющие оборачиваемость капитала, относятся к показателям эффективности бизнеса. Показатели оборачиваемости важны для предприятия:

Во-первых, от скорости оборота средств зависит размер годового оборота.

Во-вторых, с размерами оборота, а, следовательно, и с оборачиваемостью, связана относительная величина условно-постоянных расходов: чем быстрее оборот, тем меньше на каждый оборот приходится этих расходов.

В-третьих, ускорение оборота на той или иной стадии кругооборота средств влечет за собой ускорение оборота и на других стадиях.

При определении оборачиваемости отдельных составляющих капитала в знаменатель формулы оборачиваемости подставляют среднюю стоимость соответствующих средств или их источников. Такие отношения показывают скорость обращения анализируемых элементов средств или их источников, и выражаются числом оборотов. Увеличение скорости обращения (числа оборотов) свидетельствует о повышении оборачиваемости и деловой активности организации.

Кроме скорости оборота, оборачиваемость капитала измеряют временем обращения или длительностью оборота и выражают в днях оборота. Общая формула времени обращения имеет вид:

$$\boxed{\begin{array}{c} \text{Время обращения} \\ \text{средств или их} \\ \text{источников} \end{array}} = \boxed{\begin{array}{c} \text{Средняя за период} \\ \text{величина средств или} \\ \text{их источников} \end{array}} \times \boxed{\begin{array}{c} \text{Число дней в периоде} \end{array}} / \boxed{\begin{array}{c} \text{Выручка от продаж} \end{array}}$$

Для измерения тех или иных составляющих капитала в формулу времени обращения подставляют среднюю за период стоимость соответствующих средств или их источников. Увеличение времени обращения свидетельствует о снижении оборачиваемости.

Средние величины используемых при расчете оборачиваемости показателей исчисляются по средней хронологической моментного ряда, рассчитываемой по числу месяцев в отчетном году (квартале, полугодии). При расчете оборачиваемости капитала по двум членам динамического ряда в анализируемом периоде их средние значения рассчитывают по средней арифметической (например, сумму остатков на начало и на конец периода делят на два).

Итак, оборачиваемость составляющих капитала определяют с помощью определенного набора соответствующих показателей.

Рентабельность отражает степень прибыльности работы предприятия. Анализ рентабельности заключается в исследовании уровней прибыли по отношению к различным показателям и их динамики.

$$\boxed{\begin{array}{c} \text{Рентабельность} \\ \text{средств или их} \\ \text{источников} \end{array}} = \boxed{\begin{array}{c} \text{Прибыль} \end{array}} / \boxed{\begin{array}{c} \text{Средняя за период} \\ \text{величина средств или} \\ \text{их источников} \end{array}}$$

В расчете рентабельности по отдельным составляющим капитала (средствам или их источникам) могут быть использованы показатели прибыли от продаж, прибыль до налогообложения, прибыль от обычной деятельности или чистая прибыль.

$$\boxed{\text{Рентабельность продаж}} = \frac{\boxed{\text{Прибыль от продаж}}}{\boxed{\text{Выручка от продаж}}}$$

В формулах рентабельности могут использоваться различные показатели (составляющие капитала) в зависимости от интересующего направления анализа.

Для реализации оценки деловой активности помимо сравнения качественных показателей целесообразно также учитывать сравнительную динамику основных показателей. В частности, оптимально их следующее соотношение: $T_{пб} > T_r > T_{ax} > 100\%$, где $T_{пб}$, T_r , T_{ax} - соответственно темп изменения балансовой прибыли, реализации, авансированного капитала.

Эта зависимость означает, что:

- а) экономический потенциал предприятия возрастает;
- б) по сравнению с увеличением экономического потенциала объем реализации возрастает более высокими темпами, т. е. ресурсы предприятия используются более эффективно;
- в) прибыль возрастает опережающими темпами, что свидетельствует, как правило, об относительном снижении издержек производства и обращения.

Приведенное соотношение можно условно назвать "золотым правилом экономики предприятия". Однако возможны и отклонения от этой идеальной зависимости, причем не всегда их следует рассматривать как негативные. В частности, весьма распространенными причинами являются: освоение новых перспективных направлений приложения капитала, реконструкция и модернизация действующих производств и т. п. Такая деятельность всегда сопряжена со значительными вложениями финансовых ресурсов, которые по большей части не дают сиюминутной выгоды, но могут принести значительную прибыль в будущем.

Сделаем вывод что, финансовое положение организации, ее платежеспособность зависят от того, насколько быстро средства, вложенные в активы, превращаются в реальные деньги.

Но, тем не менее, основной подход к оценке оборачиваемости выглядит следующим образом - чем выше коэффициенты оборачиваемости, т.е. меньше период оборота, тем более эффективна коммерческая деятельность предприятия и тем выше его деловая активность.

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DEVELOPMENT AND CHARACTERISTICS OF THE VOCATIONAL EDUCATION

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The goal of this study is presenting of development and structure of vocational education with an emphasis on management in the professional schools.

Summary: Secondary vocational schools provide qualifications at the level of two-, three-year and four-year education, as well as one-year specialization after graduating from high school. Common to all secondary schools is to ensure the acquisition of general and vocational education, based on the latest achievements of science, technology, and practice. System and network of secondary schools are designed to accept most of the elementary school population because most primary school graduates continue their education in the middle level.

When it comes to school organizations, their survival and development depends on the ability of the management to adapt to circumstances that are continually changing, because many, external and internal, factors constantly acting on them. Knowledge management is a process that must take place continuously in all parts of the organization. Knowledge management combines three basic organizational resources: people, processes, and technology in order to enable the organization to use and share knowledge in an effective way.

Key words: managing, educational institutions, management

1. INTRODUCTION

Vocational schools provide qualifications at the level of two-, three-year and four-year education, as well as a one-year specialization after graduating from high school.

Three-year and four-year vocational education prepares students for a wide range of jobs within the occupations that make up the professional profile. Specialized training provides deepening the knowledge and skills necessary for jobs in which they apply special technology and depending on the occupations within a given professional profile.

Professional profiles are the basis for defining the program in secondary vocational schools. Professional profile includes general skilled content, based on the achievements of science, technology, culture and art, which are necessary to perform certain tasks in the field of work or to provide further development. Contents of the program depend on the general or professional requirements for performing certain specific tasks in certain fields of work. At the same time, programs should maintain the latest achievements of science, technology, culture and art, as well as national values.

All professional profiles are grouped into 15 areas of work: Forestry and wood processing, agriculture and production sector, geology, mining and metallurgy, mechanical engineering and metalworking, electrical engineering, chemistry, non-metals and graphic art, textile and tanning, geodesy and construction, transport, trade, catering and tourism, economy, law and administration, health and social care, personal services, culture, art and information; hydrometeorology.

2. ORGANIZATION OF THE PRIMARY SCHOOLS AS THE EDUCATIONAL INSTITUTIONS

The formal system consists of; (a) preschool education (0-6/7 years), (b) compulsory elementary education (6/7-14/15 years), (c) secondary education, including high schools, vocational and art schools (from 14/15 to 18/19 years), (d) third level of education, university and non-university (lasting from 5 to 5-6 years). Non-university education is done in advanced schools for a period of two-year.

Compulsory education has two levels: from 1st to 4th grade (classroom teaching) and from 5th to 8th classes (courses).

Secondary education includes four years of high school, general education (high school) and the professional, as well as a two-year or three-year vocational schools.

This system also includes art and music education (primary - secondary and higher), special education (for all categories of children with special needs), education in minority languages (at all levels) and education of adult.

1.600.000 persons of the total population of 8.4 million inhabitants are included in the formal education system. There are about 100,000 teachers, from schools to universities, including the professional co-workers (educators, psycho-librarians, social workers, special educators for children with special needs). Nearly 55% of the number is employed in the compulsory primary education. 27% are high school teachers, 10% of the university, and about 8% are educators. Preschools have about 18,150 employees, 48.5% of them are educators, 16.6% are medical staff, while 34% are administrative and other personnel, etc.

Education is mainly financed by the state. Compulsory education is on the government budget, because allowed private schools are artistic. Preschool education is funded by the state and by parents, and private nurseries are allowed. Middle and higher education could be arranged in private institutions by obtaining approval from the Ministry of Education.

The system of education is a social system under which the set of components whose individual functions and mutual relations are regulated by laws and principles of social order in order to create educational concepts, and strategies of education are involved. Only the education system provides concrete answers to the questions posed in the context of educational policies - why, what, and when to educate, and then how and where to learn. A comprehensive definition of the education system arises from on these answers. Therefore, we could conclude that educational system is sum of institutions, organizations, resources, forms, programs and methods through which is possible to meet the educational needs of young people and adults throughout life with the goal of personal and social development. The education system consists of the elements or from a smaller or larger number of subsystems and their connections. Classification of elements or subsystems can be different, based on various criteria, usually classified as those that are performed for system analysis. We can classify the education system (subsystem) on the institutional and non-institutional, in school and non-school, the formal and informal, to state and private, general and vocational education, the education subsystems of children, youth and adults, etc. and each of them at the same time is the system in relation to its constitutive elements or subsystems.

The education system has its own form and essence. By the form it is an organization (a set of elements which made clear division of labor), and in fact it is a process that is manifested in adapting of crucial, organizational, methodical, technical and technological elements, the socio - economic in scientific - cultural development.

The educational strategy is based on the concept of lifelong learning brings together educational paths:

- 1) Formal school education is organized education conducting in educational institution – the school according to the program and results in a socially recognized certificate. This type of education is open to youth and adults.
- 2) Informal out of school education is an education of flexible organization that can be realized in the non-educational forms, in different ways within and out of educational institutions. Intended for adults and children
- 3) Self-education (self-organized or self-directed learning) is a form of education that is intentionally or independently organized by the people to learn with or without instructional assistance. It is present as a function of additional school learning but outside of it too, intended for both, young people and adults
- 4) Informal education is a specific educational path that should be taken into account in the process of movement towards a learning society. Namely, it is spontaneous and unplanned (intentionally or unintentionally) learning through various life situations. Informal education is truly a lifelong process in

which attitudes, values, skills and knowledge from daily experience, educational influences and resources that come from the environment, work experience, libraries, and mass media are adopted.¹

3. THE OBJECTIVES OF VOCATIONAL EDUCATION

In addition to basic goals and tasks common to all secondary schools, vocational schools have more specific tasks too:

- To ensure the acquisition of general and vocational education based on the latest achievements of science, technology and practices
- To offer students a vocational training for certain professions and jobs, according to the needs of technology and work processes in individual fields of work
- To encourage professional development of students according to their individual abilities and needs of the society and to develop their interests in new knowledge, to provide additional education, training and self-education
- To combine education and various fields of work in direct cooperation with companies in which part of vocational education can be performed
- To offer optional activities that can assist in gaining general knowledge in the development of creativity - science, art, sports

Profiles in secondary vocational schools

In vocational education there are 543 educational profiles, those are:

- 31 profiles of vocational training;
- 133 profiles of vocational training;
- 148 profiles of vocational education and
- 231 specialist profiles - the opportunity to attend after one or two years of working experience.

4. ANALYSIS AND EVALUATION OF THE CURRENT SITUATION IN VOCATIONAL EDUCATION IN SERBIA

Despite the fact there is an extensive system and a network of primary and secondary education, Serbia has quite unfavourable educational structure of the population. Extensiveness of the system is in obvious disproportionate to its (in) efficiency, which is evident in the case of primary education.

According to the census from 1981, 68.3% of the population has had eight or fewer years of schooling. According to the census from 1991, almost 33% of the population of Yugoslavia older than 15 years has not completed primary education and as such falls under the category of illiterate or semiliterate. A quarter of the population has completed primary education as their highest educational level, which means that nearly 60% population of Yugoslavia has the basic minimum education or below that.

Table 1: Population by educations according to census center data

	1981.	1991.
Without education	13,7	9,5
1 – 3 grades of elementary school	3,6	2,9
4 – 7 grades of elementary school	26,8	20,5
Compulsory education	24,2	25,2
High school education	25,5	32,2

World of work does not reflect fully consistent this general trend, although the category of unskilled workers and semiskilled workers in the overall structure of employees is significant. According to data from 1993, nearly a quarter of employees belong to the category of unqualified and semi qualified, until the mid-level of education is nearly 60% of employees.

In recent decades rapid increases of unemployment was recorded in Serbia. In 1988, the unemployment rate was 17% and in 1999, it was 32%. In structure of unemployed the category of skilled professionals

¹ Cerovic, T., Levkov. Lj.: *Kvalitetno obrazovanje za sve – put ka razvijenom društvu*, Ministry of Education, RS, Belgrade, 2002

dominates. According to data for 2001, the total number of unemployed almost 40% is unskilled and semiskilled workers, while 60% of those are with different levels of qualifications i.e. education. Of the total number of unemployed persons in 2001, 41.79 waiting for a job for more than three years, which is long enough for their partial or even complete dequalification.

These data suggest that in Serbia function simple, and from the standpoint of the general (raising of the general educational and general cultural level of the population) and specific objectives (employment of trained and educated people), inefficient system of formal education and its transformation is an imperative.

The structure of vocational education

In Serbia in the last few decades, a negative natural population growth is obvious which is why the population is gradually decreasing categories of children less than 14 years. Participation of children less than 14 years of age in the total number was 25% in 1971, and after that it felt to 22% in 1991. In the area of primary education, this general trend is manifested by reducing the number of schools, number of students, and graduate students.

Table 2: The movement of the number of the schools, students, and graduate primary school pupils

Year	Number of schools	Number of students	Number of graduate students
1995/96	3.953	834.242	101.885
1996/97	3.971	816.043	101.773
1997/98	3.967	799.913	104.471
1998/99	3.957	786.769	97.998
1999/00	3.623	747.927	96.251

In the period from 1995 to 2000, the average annual reduction in the number of pupils in elementary schools was 21,578. This means that the population of elementary school children in Serbia over the past 5 years decreased to 86,315. Reducing elementary school population is still not reflected in the level of secondary education. However, in subsequent years, it is expected.

System and network of secondary schools are designed to accept most of the elementary school population because most primary school graduates continued their education the middle level. According to a recent survey, 88.3% of primary school pupils wants to continue education at the secondary level, 10.2% were hesitantly, while only 1.2% did not want to continue education. Official data also show that between 83% and 87% of participants enrolled in primary schools to secondary schools, which and nearly a quarter of high school students attend high schools, and three quarters attend secondary schools.

Table 3: The movement of the number of the schools, participants, and graduates high school students

Year	Number of schools	Number of students	Number of graduate students
1995/96.	531	326.096	85.276
1996/97.	527	324.422	81.710
1997/98.	528	327.401	83.750
1998/99.	524	337.226	85.260

The system of secondary education in Serbia, according to its basic parameters, it is pretty, stable, and even insensitive to the wider socio-economic changes. Minimal fluctuations in the number of secondary schools and the number of secondary schools are due to migration caused by war in former Yugoslavia, and not its reaction to real communal, especially demographic and economic changes and needs.

Taking into consideration the planned areas of work, the structure of vocational education in Serbia is following:

Of the total number of profiles 85% are active, while 15% passive, of which most belong to the area of geodesy and construction-16, Textile and tanning-15, Chemistry, non-metals and graphic-13, Mechanical engineering and metal processing-8, Transport, Economics, the right and administration-7.

Despite the fact that 75% of all students enrolled in secondary education in vocational schools, most students who complete primary education prefer to enroll in high school than in secondary school. It means that this imbalance is the result of a limited number in gymnasiums. The fact that 90% of those who have completed vocational school waited between one and five years on the job has considerable contribution. This fact explains the large number of young people in faculties (142.000 in 1997, and 200.000 in 2000). Students who complete the four-year vocational school usually apply for admission to college. In order to delay temporarily

the large problem of youth unemployment, during the last year the government allowed increased the number of students enrolled at the university, either expanding admission quota or reducing the criteria for admission. The current concept of vocational education is still based on meeting the needs of a centralized economy, which is mostly based on heavy industry. This is one of the reasons that there are still 18.45% of students in secondary vocational education enrolls the metallurgical and engineering schools, despite the fact that, since the sanctions, the attractiveness of this type of school has decreased and that there is increased dropping out of school. Machining and metal school are very numerous and have large capacities. However, the interests of students aren't adequate to facilities so these schools do not fill all its capacities in the first enrollment deadline. Generally, the largest number of students enrolled in engineering school only if they fail to enroll the gymnasiums or other vocational schools. This means that a large number of students in schools do not reflect the mechanical needs of the economy to those staff or professional affiliation of students for these profiles.

Disproportion in attractiveness of filling free school sites was also observed in the three-year and four-year vocational schools. The number of free school places in the three-year vocational high schools exceeds the demand for these places by the students who complete primary education, while the opposite is true for the four-year vocational education.

Great disproportion exists between the desire of students and parents and school facilities in certain areas of work. Among the three-year schools, there is a great demand for profiles in the field of personal services, trade, catering and administration, while the sections related to production (in mechanical engineering, metal processing, mining, etc.) rated very low in the desires of young people. Among the four-year schools, there is demand for medical and commercial services. The demand form trade and tourism is twice larger than the free capacity of schools. That shows that current offer of vocational education and training no longer meets the requirements of society, and that lack of the flexibility to adapt to new conditions and requirements of individuals is obvious.

From the long run point of view, the chance of painless harmonization of school programs and the needs of the economy is smaller day-by-day. In particular, this conflict will be a brake after resuming of the production and problems of including in modern technological processes appears.

On the other hand, the quality of vocational education that young people are getting into vocational schools across the country is uneven.

In larger cities, the chances of providing quality of vocational education and training are better. The level and the existence of workshops, laboratories, teaching materials and the quality of teaching equipment of the school staff, condition the quality of vocational education. Available equipment for theoretical and practical work is out of date (computers barely exists in schools), and somewhere there is a shortage of materials needed for practical training. Important investments are necessary in order to led schools to same levels of quality in terms of infrastructure, equipment and training materials.

5. SPECIFICS OF THE DEVELOPMENT AND MANAGEMENT IN VOCATIONAL SCHOOLS

When it comes to school organizations, their survival and development depends on the ability of management to adapt the organization to circumstances that are continually changing, because various external and internal factors constantly influence on them.

Development of school organization is unthinkable without support of management at the highest level and without the application of strategies aimed at long-term improvements and enhancing of the whole system. Managing process passes through the certain number of phases: planning (results, outcomes, required investment, the relationship between planned results and the investment, staff, etc.), organization (modelling of organizational structure of institution according to set goals), setting of the personnel (identifying the tasks, defining criteria for all participants, selection and implementation of job training and professional development, professional development, motivation, system of progressing, etc.), control as a regulator of the process of governance and leadership.

Leadership is a very sensitive process that is based on the relationship between superiors and their immediate superiors in the authorization system. By managing, supervisors direct and co-ordinate the work of other participants so tasks and other goals could be efficiently achieved. With good managing, the school directors act in synergy towards achieving the set goals. Moreover, the relationship between manager and an executor is a very complex; it involves communication, motivation, reality, and objectivity of the evaluation, depending on the progress and development, readiness for cooperation, transfer of knowledge and information, the implementation of authority, etc. This relationship is very complex because it is loaded with individual psychosocial characteristics of participants in the process of governance.

When we emphasize the need to support the development of school organizations by management at the highest level, we think, just the director, a manager that together with the most responsible members of the administration generally supports and directs upbringing-education process, with active participation in it. An effective development of organization, of course, requires much more than passive approval of the administration.

At the most general level, the purpose of evaluation in school is continuous improving the quality of work. The self-evaluation of school starts with recording the current situation (conditions, processes, and outcomes) so you could design actions to improve existing practices. The main objective of the evaluation is not a control, but to perceive the current situation. Perceiving potential problems and developing strategies for their elimination. Basic features of self-evaluation (formative and summative) in the school organization:

- Controlling of the implementation of educational standards,
- Providing support to teachers and professional staff,
- Raising the educational aspirations of students,
- Contribution to professional formation and strengthening of professional teams in the school which constantly dealing with the problem of evaluation,
- The development of the culture and evaluation of the ethics, and self-evaluation in education, etc

The school self-evaluation, as well as any system for monitoring and evaluating the quality of education should be based on the respect of the following principles:

Relevancy, transparency, professionalism, participation, ethics, autonomy

Each evaluative activity at school need to be finished with the report on the analysis of the data and their significance, and if possible, suggestions and proposals and how provided results can be used to improve the quality of the school, which means that the report should include a measures of support for those to which the results refer. Well-designed criteria and indicators provide control of various stages in the process of evaluation, provide quality information, and make possible to get reliable, relevant and clear information that can be used to improve school practice.

6. PERMANENT AND INTERDISCIPLINARY EDUCATION IN GENERAL AND IN PARTICULAR MANAGERS

Knowledge management is a process that must take place continuously in all parts of the organization. The most important task of management is to manage knowledge and skills, but also to create the environment for the acquisition and creation of new knowledge and skills, and their distribution and utilization, and innovation of existing knowledge and skills. Therefore, this process can be represented through six basic elements or phases, which are essential for any organization, and those are creation of knowledge, learning, scheduling, transferring, storing, and exploitation of knowledge.

One of the major issues of knowledge management is to create and share knowledge. To create knowledge means creating knowledge in a particular environment, but creating an environment for the development of knowledge too. These two things should be seen as two sides of the same whole. They alternatively replace each other. Management sometimes put emphasis on creating knowledge, and the second time on creating a favorable atmosphere and environment in which knowledge is to be created.²

Creating and sharing of knowledge is differently carrying out in different national cultures. For the Japanese the knowledge means wisdom that is required and necessary to provide optimistic prospects for the future. They are not burdened by the way of acquiring knowledge. According to them, any knowledge has its own value, regardless of whether it is created through the educational system, or through work or life experience.

The study of knowledge established that managerial practice neglected subject of creating knowledge.

Theorists of knowledge, Nonaka and Takeuchi, made a clearly distinction between explicit and tacit knowledge. Explicit knowledge can be articulated in formal language, including descriptive techniques, mathematical expressions, and specifications. This form of knowledge is the dominant form of business in Western business philosophy and tradition. According to the authors, individuals, i.e., a man, transmit this kind of knowledge relatively easily.

Tacit knowledge is difficult to articulate in a formal language, since it is a personal and private property, which is difficult to formalize and therefore has its own individual form. Its roots lie in the individual values and beliefs of each individual. Nonaka and Takeuchi believe that tacit knowledge constitutes a critical component of collective human behavior.

² Filipovic D.: *Razvoj i obrazovanje*, Zenit, Belgrade, 1995

They argue that tacit knowledge is an important source of Japanese competition and thus Westerners viewed Japanese management an enigma, not realizing that in fact there are no enigmas, because the Japanese are practitioners and do what is good for their national interests, not what others think that is good.

Each of these levels does not seem isolated and independent, but in their mutual relations and iterative relations. That provides them to achieve greater synergy effects, because the individual knowledge in the function of increasing the success of the group, but in a form of the group in the function of increasing the success of the organization. Here is fully applied the holistic system approach in the creation of knowledge, because what is useful to the individual, it is useful for the group or organization. Moreover, vice versa, which is harmful to the state, it is detrimental for the organization i.e., group and individual.

From this, we can conclude there are two main components of knowledge creation. One is the form, and the other is the level. To manage a business means, first of all, it is necessary to know and to understand the essence of that activity, and then the essence of the management process. This means that the management of education supposes thorough knowledge and understanding of educational services (which provide education science), as well as the knowledge and management skills (which provide a modern management disciplines). Thus, the basic assumption of successful management education is an interdisciplinary approach to studying the phenomenon of management in education. Another prerequisite of successful management by education is a critical relationship towards the "recipes of successful management" so we must not strive to imitate successful ones, because education is not a routine but "people for people" creation.

Managing education system assumes clarity of the relationship between educational concepts, educational strategies, and the education system. Isolated studying of the system, out of the concepts and strategies, would be one-sided and incomplete. The unity of the concept, strategies and systems contribute to complete understanding of the phenomena of the educational system and controls it.

7. RESUME

The system of education is a social system, which involves a set of components whose individual functions and mutual relations are organized and regulated by laws and principles in order of achieving of educational concepts, i.e., and strategies of education. Therefore, we could conclude that the educational system is the sum of the institutions, organizations, resources, forms, programs, and methods through which the educational needs of young people and adults throughout life with the goal of personal and social development could meet.

Professional profiles are the basis for defining the program in secondary vocational schools. Professional profiles includes general technical content, based on the achievements of science, technology, culture, and art, which are necessary to perform certain tasks in the field of work or to provide further development of work.

The system of secondary education in Serbia, according to its basic parameters, is stable and even insensitive to the wider socio-economic changes. Disproportions in demanding of filling free places were also observed in the three-year and four-year vocational schools. The number of free places in the three-year vocational high schools exceeds the demand for these places by the students who completed primary education, while the opposite is true for the four-year vocational education. Great disproportion exists between the desire of students and parents and school facilities in certain areas of the work.

Development of school organization is unthinkable without the support of top management and without the application of strategies aimed at long-term improving and advancement of the whole system. One of them is the self-evaluation in schools as the continual improving of the quality of the work. The school self-evaluation starts with the recording of the current situation (conditions, processes, and outcomes) in order to be able to improve the existing practices based on the results of appropriate actions. The main objective of evaluation is not a control, but realizing the quality of the current situation.

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ОБУЧАЮЩАЯСЯ ОРГАНИЗАЦИЯ – ОРГАНИЗАЦИЯ XXI ВЕКА

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Резюме: В сегодняшнее время современного бизнеса, когда весь мир считается глобальной деревней, всё реже можно увидеть организации, основанные по старым методам бизнеса. Компании, которые были основаны по старым методам бизнеса, теряют в ценности и отстают за конкуренцией. Чтобы компании избежали исчезновения с бизнес арены, они должны сделать определённые шаги для изменения образа ведения бизнеса. Главным условием прогресса каждой организации является знание, которое основывается на учёбе. Успешные организации будут теми которые создают новые знания и распространяемые по всей организации. Через организационную учёбу менеджеры пытаются усилить желания и способности членов организации, понять организацию и её окружение, и этим образом поспособствовать улучшению её качества и образа ведения бизнеса. Для предприятий это значит эффективность, производительность и большую прибыль, но невзирая на это, знание не употребляется в достаточной мере, особенно в бизнес системах Сербии.

Ключевые слова: организация, учёба, знание, менеджмент.

1. ВВЕДЕНИЕ

" Учение без размышления бесполезно, но и размышление без учения опасно."
Конфуций

Очень часто обучение воспринимается как простой процесс запоминания, т.е. как сознательное и намеренное повторение определённого содержания, с целью приобретения знаний или навыков. Но на самом деле сущность обучения намного сложнее. Обучение - это изменение индивидуумов. Более точное определение обучения, как изменения, можно получить, только если его противопоставить некоторым другим видам изменения индивидуума. Такое изменение называется созреванием. Хотя обучение нельзя совсем отделить от процесса созревания, оно предельно обусловлено деятельностью самого индивидуума, именно деятельностью, которая вызвана потребностями индивидуума и определённым воздействием внешней среды на него. Созревание, напротив, обусловлено развитием структуры организма, в особенности структуры нервной системы, а в меньшей мере воздействием внешней среды. Изменения, происходящие путём обучения являются относительно длительными, они могут длиться несколько дней, несколько месяцев, лет или даже всю жизнь. Изменения, происходящие во время процесса обучения, не относятся только на приобретение знаний и навыков, обучение играет важную роль в социализации человека. Все личностные характеристики, позиции, взгляд на мир, отношение к остальным членам общества, отношение к обществу в целом, к разным общественным учреждениям, организациям и институтам, отношение к разным идеям, привычки и недостатки также приобретаются обучением. Обучаются стремлению, желанию, цели, всему тому, что будет на самом деле двигать человека к новому обучению. Поэтому, обучение является постоянным

изменением личности, которая ярко выражается в обучающихся организациях. Это те организации, которые поняли что обучение и новые знания становятся ключом к успеху, а образование является основанием прогресса и процветания.

2. ОБУЧАЮЩАЯСЯ ОРГАНИЗАЦИЯ

Обучающаяся организация (англ. learning organisation) является концептом, который становится очень расширенной философией для ведения бизнеса в современных компаниях как, в мультинациональных, так и в маленьких компаниях. В общем сказано, под обучающейся организацией подразумевается компания в которой все сотрудники на всех уровнях, индивидуально или в группах, постоянно улучшают свои знания и навыки, чтобы создать и достигнуть желаемые результаты. Это место, где люди постоянно расширяют свой потенциал, где развивают новые модели мышления, и где людей обучают как учиться совместно. Это организация, которая постоянно расширяет свой потенциал, чтобы создать своё будущее.

В своей книге Пятая дисциплина – искусство и наука обучающихся организаций (англ. The Fifth Discipline) изданной в 1990 году, Питер Сенге первым опубликовал концепт обучающейся организации. Такая организация поощряет свободный обмен информацией и идей между сотрудниками с целью достижения совместного видения и улучшения рабочего потенциала. В такой организации, сотрудники становятся более гибкими и более творческими, и это способствует улучшению их взаимоотношений и доверия. Команды и рабочие группы работают лучше, если они обмениваются знаниями и опытом, развивается необходимая взаимозависимость, и увеличивается ответственность на всех уровнях. В обучающейся организации, к мнению каждого сотрудника будут относиться с уважением, вне зависимости от положения сотрудника в иерархии организации. Во время увелечения взаимосвязи в мире, когда бизнес становится всё сложнее и динамичнее, недостаточно одного «стратега или мудреца» в организации – человека, который учит за всю организацию и всех сотрудников, которого всегда нужно спрашивать и на чьи решения нужно ждать, чтобы их безоговорочно выполнить позднее. В будущем, можно ожидать прогресс только тех организаций, которые сумеют привлечь всех сотрудников, на всех уровнях, учиться и использовать весь потенциал. В последние несколько лет, многие современные мировые компании вдохновлённые вот этим концептом создают проекты и вкладывают ресурсы, чтобы превратиться в обучающуюся организацию, рассматривая эту захватывающую идею с точки зрения бизнеса как, «фонтан вечной корпоративной молодости».[13]

3. ХАРАКТЕРИСТИКИ ОБУЧАЮЩАЙСЯ ОРГАНИЗАЦИИ

Обучающаяся организация имеет предельно ясные и определённые характеристики:

- Все сотрудники активно воздействуют на улучшение ценности компании и они поощряются быть открытыми даже и в критике работы компании с целью улучшения образа работы и ведения бизнеса.
- Видение и миссия компании понятна и приемлема для всех.
- Структура компании взаимозависима и допускает разным секторам работать вместе на достижении совместных целей и задач.
- Коммуникация между сотрудниками является открытой, транспарантной и без иерархического протокола.
- Компания поощряет и уделяет большое значение индивидуальному и групповому усовершенствованию.
- Нет соперничества между разными секторами в компании, особенно в вопросах распределения бюджета, привилегий и рекламы.[15]

4. ОБЩЕСТВО ЗНАНИЙ

Петер Друкер в своей книге Посткапиталистическое общество, которая вышла в 1993 году, говорит про общество, которое заменит капитализм, и которое он называет «посткапиталистическим обществом» или «обществом знания». По выше упомянутому автору, до 2000 года в мире не будут развиваться государства в которых «традиционные» рабочие места составляют более 1/6 всей рабочей силы страны, а до 2010 года доля таких рабочих будет составлять всего лишь 10%. В этом новом

обществе к которому мы движемся, знание будет единственным ключевым фактором, важнее, чем труд и капитал. При этом, знание на котором основывается новое общество, состоит из нити специальных, практических и применимых знаний, за которыми стоят компетентные эксперты – специалисты. Основной задачей организаций будет постановка этих знаний в положение, в котором они принесут новые ценности. В новых организациях все будут равноправными и в них не будет начальников и рядовых сотрудников, и он в своей новой книге сравнивает новые организации с симфоническим оркестром, первая скрипка может быть и главным инструментом в оркестре, но первая скрипка не является начальником арфисту. Они коллеги. Часть партитуры, которую играет арфист, может только он отыграть. Цель посткапиталистических организаций состоит в постоянных инновациях в средствах, процессах, производстве, труду и в самом знании, необходимо систематически отойти от привычных, обыденных, знакомых и удобных процедур, вместо которых нужно идти на встречу постоянным переменам. Для того, чтобы быть инновационной, посткапиталистическая организация должна быть децентрализованной, потому что, это единственный способ быть ближе к рынку, покупателям, новым технологиям, и каждодневным проблемам и вызовам, способной предвидеть перемены и адаптироваться к ним.[1]

5. КАК СТАТЬ ОБУЧАЮЩЕЙСЯ ОРГАНИЗАЦИЕЙ?

По Петеру Сенге, обучающаяся организация имеет предельно ясные и определённые характеристики, и основывается на готовности и способности менеджера развивать пять основных дисциплин: личное совершенствование, узнавание интеллектуальной модели, групповое обучение, совместное видение и системное мышление. Общим для них должно быть то, что они основываются на способности людей и организаций к изменению и становлению эффективнее, а эта перемена требует открытого общения и усиления членов сообщества, как и культуру сотрудничества.

В отличие от так называемой традиционной организации, чьей целью является эффективность, основной идеей в обучающейся организации является решение проблем, причём в решение проблем включены все сотрудники конкретной организации. Переход от традиционной организации к обучающейся, то есть развитие приведённых дисциплин со стороны менеджеров организации не однократный процесс. Этот процесс требует некоторое время, то есть некоторую последовательность акций менеджмента предприятия, чьей целью является трансформация организации из традиционной, вертикальной или иерархической в более совершенную – горизонтальную, или сетевую организацию, а из неё в конечном итоге в обучающуюся организацию. Переход из традиционной организации в более совершенную (горизонтальная или сетевая организация), основывается на последовательном уполномочивании сотрудников со стороны топ менеджеров и на создании корпоративной культуры, которая ориентирована на людей. Переход в обучающуюся организацию обеспечивается подключением сотрудников в процесс разработки стратегического направления организации. В обучающейся организации сотрудники участвуют в решении всех проблем. Все общаются на равных, чем создаётся завидный творческий потенциал, который обеспечивает успешную работу в очень динамичном и непредсказуемом окружении. Так что, можно сказать, что обучающаяся организация развивается проходя через определённые фазы. Первую фазу можно описать как традиционную иерархию, в которой топ менеджеры задерживают централизованный контроль над действиями внутри организации, контролируют стратегию и отношение с покупателями и окружением. Во второй фазе развития, топ менеджеры пытаются сделать сотрудников более независимыми, давая им ответственность за рабочие решения и действия. Третья фаза наступает когда сотрудники включены в определение стратегического направления бизнеса. Они работают с покупателями, делают выбор в связи с стратегией компании и тактиками которые должны обеспечить успех в таком окружении. В определённом смысле, возникновением обучающейся организации увеличивается объём знаний компании. Обучающаяся организация разбила (предшествующую ей) вертикальную структуру, которая разделяет менеджеров от рядовых сотрудников. Но обучающиеся организации требуют новый подход к управлению и лидерству. Следуя концепту обучающейся организации, лидер ответственен за создание организации в которой люди постоянно расширяют свою способность понимать комплексные вопросы, кристаллизуют своё видение и улучшают совместные «ментальные шаблоны», то есть лидер ответственен за процесс обучения. В обучающейся организации существуют три типа лидера: лидер – дизайнер; лидер – стюард и лидер учитель, а их роль меняется в зависимости от типа к которому они принадлежат. Так что, приоритетом является забота о знаниях и целях которые люди принимают как свои собственные.[14]

Обучающуюся организацию характеризует и специфичная организационная культура. Общие интересы, равенство, постоянные улучшения, открытость, это некоторые из ценностей такой

организации. Культура обучающейся организации создаёт ощущение общих интересов и совместной заботы членов организации. В обучающейся организации развивается сеть межлических отношений в которых подстрекается развитие и прогресс сотрудников до их максимальных возможностей. Учитывая, что сотрудники максимально уважают друг друга, они работают с полной отдачей. В обучающейся организации, также, у всех равноправное положение и нет привилегированных по каким либо основаниям.[9]

Поощрение организационного и индивидуального обучения имеет эффект обратной связи на организационную культуру и мотивацию: люди мотивированы работать, улучшено межличесное общение, люди более гибкие и творческие, рабочие места более привлекательные, команды работают лучше и они более взаимосвязаны, улучшено отношение к клиентам и т.п.

6. ЗАКЛЮЧЕНИЕ

Актуальная фаза развития мировой экономики представляет переход из индустриального общества в экономику, которая основывается на знаниях. Современные экономические потоки находят свои импульсы развития в идеях и информации, а не в изобилии сырья и т.п. В таком глобальном окружении, успешными организациями считаются те, которые внутри себя и по отношению к окружению, развивают способность быстро учиться и использовать располагаемые ресурсы, чтобы создать инновационные продукты и услуги. В таком обществе доминируют обучающиеся организации, а потребность за изобретательным менеджментом растёт. Способность, с которой одиночки и организации производят и усваивают новые знания, становится ключевым преимуществом на рынке. Современные, изобретательные организации вкладывают в образование и науку, формируют и совершенствуют информационную инфраструктуру, постоянно развивают индивидуальное, групповое и коллективное творчество своих сотрудников и много внимания посвящают развитию всех их способностей. Одна из актуальных дефиниций гласит: «Менеджер - это человек который отвечает за практическую часть знаний и их применение на практике.» Иными словами, менеджер несет ответственность за непрерывное обучение и развитие своих подчинённых.

Является фактом то, что годы перед нами будут годами перемен и конкуренции. Нельзя сразу же стать обучающейся организацией, также, как и не существует компании, которая достигла бы всех характеристик обучающейся организации. Это процесс, который надо начать с самого начала и постепенно реализовать ключевые элементы. Но поскольку каждый человек может всегда начать с себя, узнать что-то новое, и поэтому выбор в пользу обучения на протяжении всей жизни, чтобы стать человеком будущего, потому что только то, что человек знает и умеет делать, никто не сможет у него отнять. В конце концов, как Веббер пишет в своей статье What's So New About the New Economy?, центр новой экономики не в технологии, микрочипе и глобальных телекоммуникационных сетях. Он находится в уме человека.

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EVALUATION CENTER`s ROLE AND TASKS IN MANAGERS CHOICE AND SELECTION

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***Summary:** It is hard to give correct definition of evaluation center. Having in mind that its contents can vary a lot depending on the program goals. Nevertheless, formal center for assessment should have behaviour's standardized evaluation, based on many types of input data.*

Evaluations are done for many competencies. This program should be based on clearly defined competencies.

More evaluators and observers are included. Including greater number of evaluators provides greater objectivity and impartiality. Evaluators are usually experts for human resources, line managers and sometimes psychologists. All must be well trained for that job.

Key words: evaluation center, competence, evaluators, group discussion, presentation, interview

1. INTRODUCTION

Researches in selection areas always showed in USA and Europe that evaluation centers provide most trusted way of expert and managerial selection for higher working places in some organization. Besides, evaluation centers are supported by regulative for employment and human rights in many countries, demanding from the employers to show that they used legal and objective processes while selecting.¹

Evaluation centers base their work on correct principles and follow usual and wide accepted methodology in use of different selection possibilities for objective evidence collection for every candidate. This process enables the evaluators to make decisions whom to employ, which are more objective and based on good information.

It is very valuable for evaluators who have small or even no experience in implementations of evaluation centers to obtain short course which will enable them to completely understand and contribute to the centers. Centers work begins after managers course finishing and ranges selection and choice of managers who came short selected. All reported candidates are obliged to bring their CV (curriculum vitae) on previously confirmed form containing: personal information, working experience, education and trainings, personal skills and abilities, foreign languages knowledge, social skills and abilities, organization skills and abilities, technical skills and abilities, other skills and abilities, possessing driving licence, additional relevant information, such as contact persons, recommendations, etc. Besides the CV, candidate must submit personal statement for managerial activities for which he competes. Personal statement is in advance, by conditions, limiting on certain quantity of words (e.g. 200 words). In that statement the candidate should briefly express his (her) opinion on the organizational part's work for which he competes, his (her) view on the working contests and company mission and how he (she) foresees his (her) personal contribution to company's promotion.

Evaluators – evaluation centers members in cooperation with department for human resources are giving points to candidates based on quality of their CV and by statement on advance confirmed criteria.

¹ Torrington, D, Laura, H., & Stephen, T., Human Resource Management, Datastatus, Belgrade, 2004.

In the CV first the formal criterias are assessed:

- university education;
- university education proof;
- expert titles possessions if that is the criteria for acceptance;
- duration of working experience.

Evaluation of special abilities is specially evaluated:

- technical skills and abilities;
- organizational skills and abilities;
- foreign language knowledge.

In the personal statement points are given for:

- organization`s work relevancy statement for the organizational part of submission;
- relevancy of the statement for managerial aspects and company volume of activities;
- relevancy of statement for personal contribution in the company work;
- minds quality, sensitiveness and reasonability shown in the personal statement;
- quality, presentation of personal statement:
 - logical structure
 - mind clearance
 - concise and focused question
 - presentation of statement.

Points score for the CV and statement is the same. Adding points for CV and the statement gives the total number of points for every candidate. On the points bases, rang-list of candidates are made.

Evaluation center on the rang-list basis can assess how many candidates to call on interview. Because of the way how evaluation center works, most suitable number is 4-6 candidates.

2. COMPETENCIES USAGE

During selection is good to direct selection possibility on the skills and behaviour necessary for processing jobs. That skills and abilities are called competencies. In various organizations a lot of competencies are identified, although some are obviously made for higher managerial level, and including problems solving, planning and strategic thinking.

It is not possible to test all competencies which will be needed for candidates to process the managerial functions, i.e., having in mind time and resources limits, it is necessary to identify smaller number of critical competencies, valuable for jobs of some managers.

Consultant suggests, for the department managers, besides check of expert knowledge and understanding of foreign language, six more competencies to be checked.

Six competencies that consultant suggested are following afterwards with brief definition of each one²

Cooperation and partnership building – builds mutual cooperation with others in organization and outside;

Problem solving – ability to understand and solve complex problems of organization and management;

Interhuman communication skills – demonstrates effective communications ability and persuading others orally and in written form;

Organization planning – appoints and manages with businesses on good way and uses tools for process following because of achieving expected results;

Strategic thinking – thinks logically and clear for organization and management problems;

Decision in providing results – fulfilling tight timetable and decisively takes responsibility and obligation which threat gaining results.

2.1. Evaluation center`s matrix

Crucial tool for planning which serves for design any evaluation center is to make evaluation center`s matrix. That matrix links competencies, being tested with specific disciplines; simply is not possible to test all

² (Model is used at managares and top experts acceptance in the Agency for energetics of Republic of Serbia, year 2006, in cooperation with IPA Energy Consulting).

competencies in time limit disciplines in every selection, and that is why matrix helps identifying opportunities which can provide most informations for every specific competency.³

Proposed matrix for evaluation center is given in the following table.

Competence	Group discussion	Presentation	Conversation
Cooperation/partnership building	X		X
Problem solving	X	X	
Inter-human communication skills	X		X
Planning/organization	X	X	
Strategic thinking		X	X
Decisiveness in achieving results		X	X

Consultant made evaluation center for three disciplines – group discussion, presentation and conversation. Whole day is required to finish these disciplines, which suppose to provide enough informations to the customers, needed to make decisions whom to employee. There must be always balance among number of selective disciplines and evaluator`s experience and candidate`s will to be evaluated.

Note: Besides that evaluators will have to assess candidate`s competency in following two areas:

- knowledge of English language and
- experts improvement after finishing studies.

2.2 Evaluation center`s schedule

It is extremely important to make real schedule for every evaluation center in the process in general. Usually every evaluation center has at least two evaluators, and sometimes even three, versus five or six candidates. Here also is demanded to make balance between time available and candidates number.

It is crucial that every evaluation center should be scheduled in certain timetable and to last as long as it is planned. It is very important. If candidate thinks that she (he) has less time than others, there is possibility to complain on unfair treatment and discrimination. Every evaluation center must process similarly to the others, and candidates and evaluators must know what is expected from them.

Schedule is made in order to be processed efficiently.

Evaluation center begins when center`s administrator briefly introduces candidates with the process. Important is to have equal brief introduction for all candidates.

First discipline not evaluating is presenting every candidate and evaluator in row. Time is limited on two minutes for everyone. Purpose of this part is candidates and evaluators to find out something more for each other before beginning with evaluating disciplines.

Evaluation center members participate, all together, in discussion with candidates, i.e. the schedule for evaluation center is made accordingly.

After group discussion, every candidate will first make presentation, after followed by short break, and afterwards comes the candidate interview. That tight schedule appoints that all evaluation center can participate in presentation and interview with every candidate.

2.3. Evaluator`s roles and responsibilities

It is from essential importance that evaluators seriously acquire their responsibilities and to be impartial in every moment of the process, especially during meeting with candidates.

The managing person is responsible for complete processing of every evaluation center. H (she) will lead every board of evaluators and with meeting for the final evaluation at the end of every day.

Leading role is the following:

- to ensure that presentation and conversations are strictly held on time;
- to encourage evaluators to remain impartial;

³ Kulić Ž., Marković A.: Osnovi upravljanja ljudskim resursima, Faculty for educating bachelor solicitors and economists for management experts in Novi Sad, year 2009.

- to provide that areas and competencies, knowledges and experiences, above identifies, to be correctly checked according the selection methodology and
- to lead discussions at the end of every evaluation center while deciding which candidate should be employed.

Evaluator`s role is the following:

- to work with the leading person for fulfilling evaluation center`s timetables;
- to secure remaining the questions and discussions on competencies in areas of knowledge and experience, of important meaning for work process; and
- to ensure that sufficient proofs are collected for every candidate, justifying that candidate is eligible for working process.

2.4. Evaluation center`s activities

First activity – Group discussions

Goals:

- testing candidates abilities for group joint work and ability to establish successful communication with the others;
- to encourage others to create and accept new ideas and methods;
- to motivate and influence others depending on the situations.

Group size:

- five or six candidates
- Time needed:
- maximum 40 minutes

Method:

- From candidate is requested to discuss and work in order of providing recommendations based on achieving group agreement in the aspect of problem discussed. This group activity is not led, so every candidate has equal opportunities to express his (her) abilities and motivation.
- While group discussion opening directing of the evaluation center expose subject of discussion to the candidates.

Second activity - Presentation

Goals:

- testing each candidate skill to prepare and process with short presentation on previously scheduled subject, using projector, if necessary;
- demonstrate structurally presentation processing and ability to response on evaluator`s issues at the end of every presentation.

Group size:

- Individual presentations
- Time needed:
- Every candidate will have 10 minutes for presentation and 5 minutes for answering the evaluator`s questions

Method:

- Every candidate will process with presentation to the board of evaluators, and board members will examine the presentations based on the questions posed to the candidate.
- Theme for presentation is provided to the candidate through inviting for participation in selection.

Third activity - Interview

Goals:

- explore appropriation of every candidate, posing questions concerning the relevant competencies;
- testing expert knowledge, experience and narrower speciality of every candidate.

Group size:

- Individual presentations
- Time needed:
- Every candidate will have 30 minutes for interview and 5 minutes at the end of conversation to pose questions to the members of evaluation's center.

Method:

- Every candidate will be interviewed by the evaluators of evaluation's center. Members of the center will pose questions to every candidate.
- Questions are prepared in advance and are same for all candidates.

Final evaluation

At the end of every day of evaluating disciplines, it is necessary evaluators to talk about attributes, stronger and weaker sides of every candidate and to provide conclusion in which scale the candidates are appropriate for the applied working places.

It is necessary evaluators to make decision about every candidate ranging schedule and to fill in the table with marks.

Every competency will be evaluated according to the scheme, which is invented to be easy to understand and user friendly.

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THE ROLE OF THE LEGAL NORMS AND ORIENTATION VALUES IN REMOVING SOCIO-PATHOLOGICAL PHENOMENON IN THE SOCIO-ECONOMIC DEVELOPMENT

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***Summary:** Socio – pathological phenomenon and deviant behaviors of individual members and groups follow human society since its creation until today. Increasing and complicating of human needs, their interdependence, appearing of ones and disappearing of others follows the development of every society and social system in which people live and work. The social system consists of legal norms that regulate the way of observing human needs at all levels of social organization. Beside of legal norms, orientation values have an important role too. Using effective legal norms, with proper orientation values, each society may pit against every form of socio-pathological, deviant, and inappropriate behavior and phenomenon. Therefore, power of legal norms and orientation values has a strong influence on prevention and elimination of pathogenic and social deviating behaviors, and that in utter consequence has positive influence on perspective of socio - economic progress and development of the business activities of society.*

***Keywords:** legal norms, orientation values, socio-pathological phenomenon, socialization, socio-economic development*

1. UNDERSTANDING AND DEFINING OF LEGAL NORMS AND THE NORMAL BEHAVIOR

Legal norm is not a just one provision, but the rule in the legal system. Therefore it is very complex, may arise in several ways, it is located in relations with many other species of norms and has more factors without which its essence is not comprehensible and its implementation is not possible.

Legal norm is, as well as the right and legal order, necessary in relations:

- a) With nature and its laws, and
- b) With society and its laws

It is justified to consider understanding and defining of the term “normal” behavior with identifications of reality defined as “normal behavior”.¹ Bearing in mind this is refer to behavior of the man and people, their communities, the group, organizations and institutions, we must ascertain following three indisputable facts:

- 1) Behavior of people, as an individual and as a group, collectivities, organizations, etc., is taking at a certain time and space within a framework of certain existing society;
- 2) Behavior of the people is conditioned and limited by the their needs, understanding of their needs, setting values and capacity to meet the needs, i.e. to permanently meet them

Individual needs cannot be harmonized with group, collective and organizational needs, nor can unique hierarchical relationship between the needs of an individual and the needs of the certain social community, a certain society be established.

At the moment of birth the individual find itself involved in a certain primary and wider social community, with already formed code of behavior and social relations, with a particular power, skills and characteristics of community and arrangements of social position, the roles and functions in the proper and wider community.

From the first moment of its life a newborn individual is burden with its own natural needs and characteristics and social legacy, i.e. , characteristics of society – in first place of primary community in which is reborn and is growing, and later in socio-existing in narrow, wider and most widespread community. Compulsion of community is present in the first moment in treatment with infirm individual and getting accustom of an individual to order in the community. Newborn, and then baby, little child, a preschool child and school-age children, etc., through the entire life are getting accustomed to and are being trained thanks to differences between the needs and wishes, aspirations and possibilities for achievement and depending relations on and hierarchy. Dirken describes that as a dependence and hierarchy of mother, of the teachers, of the boss, from the authorities, etc.

2. THE ROLE AND FUNCTION OF THE RIGHT IN PROCESSES OF SOCIALIZATION

Any modern right is, in the way of its origin, the ways it is implemented, its content and purpose and how to exercise control over application, socially in term of friendly. Using it, society through legislative authorities regulates all relevant relations in society and relations with other societies - states. The list of the rights and fundamental freedoms and the list of legal acts, used for regulating certain spheres of life, are very long.

For research of relations between legal norms and socialization (including re-socialization too) legal regulations that govern following are very important:

- 1) Marriage and family Relations, especially rights and duties of parents and children in various ages;
- 2) Educational-upbringing sphere which is broad and diversified, having a strategic, long-term role in human life;
- 3) Sphere of the work in employment jobs, acquiring income and property, handling it - overall economic-financial and market sphere;
- 4) Overall area of civil - general, public and the state, but personal security too in different areas of the life;
- 5) The field of public welfare;
- 6) The public healthcare;
- 7) Field of technique and technology, and
- 8) Other spectres of life

¹ Aleksandar Jugovic, Social pathology and normality - theoretical and practical perspectives, Official Gazette, Belgrade, 2002, p. 13-35: "The two most widely theories we encounter in defining of social normality. Those are: (1) structural functionalistic, and (2) social-anthropologic. In essence, those two theories are theoretical methodological routes in studying of social phenomenon with different paradigms. They have one common thing and that is the fact both in defining and in describing of social normality look for a support in relation to a specific social behavior of people, the situation in the society, some social conditions and social relations. Representatives of the first theoretical direction are Jervis, Parsons and Merton, and representatives of the second is Fromm, with their works:

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3. THE ROLE OF ORIENTATION VALUES IN SOCIALIZATION

In contrast to the values in general, orientation values, as the name says, are the specific values with role to direct behavior of people, their groups, and the communities in dual sense. First, toward certain socially accepted objectives, toward properties, which are in a given social community accepted as positive desirable or justified at least. A list of those properties is a very long and diverse. Second, special values can be directed to certain behavior, to certain accepted means and ways in gaining of those properties. Orientation values are valid, acting values in the field of real behavior in socially practice, but they are spread within the spheres of desire and fantasy. Moreover, we could say there is a latent conflict between orientation values that are manifestable and the values present in the field of imagination, fantasies, or underlying desires. We could say orientation values develop mental, spiritual, and ethical barriers between socially understand good and bad, desirable and undesirable, useful and harmful, approved and banned.

System of orientation values is regulated, relatively consistent within itself, coherent, non-contradictory, and hierarchal regulated group of the valid and acting values, which directs social behavior, and it is based on the original experiences, knowledge and solid beliefs on good and bad in a community. This system of values reflects three obvious tendencies:

- 1) First, to be constituted into system of valid and obligation norms. It is unbeatable fact reflecting all existing systems of norm – from regular, moral, to legal. It easy, it is not possible to establish norms without support by some value system;
- 2) Systems of orientation values are developing, which means they are changeable, but bearing in mind their connectivity and conditionality with human and social needs, they are changing in accordance with the development changes and the needs and possibilities of satisfying needs. That is the reason It is the reason of existing of certain stability of orientation values systems, despite the fact that in the same society various fields of social life various orientation values and various normative systems based on them exist;
- 3) The third tendency of orientation systems of certain societies is a struggle between those systems of values, and the result is holding back of ones and spreading the others on their account, or mutual pervading. The largest role has the real power of state and the rights and their ability of immediate use of physical violence - coercion. This fact is not negligible even at international level, and Huntington's "The Clash of Civilizations – Remaking of world order," in that sense, it is very good to study everything with maximal attention and completely.²

In socialization process, a newborn member of society isn't going to meet legal norms at first, but with predominance of standing out of system values in maternity hospital and family. It is not going to be faced with original designations of values, but with their performances, concentrating and applications in practice. Each application of values through learning and education objectively opens space for their individualization. In that way during socialization, which includes role models, imitating, learning, and getting accustomed - but also providing resistance, autonomous interpretation, amending, etc., crucial provision of personally and socially accepted system values is going to be preserved. System of legal norms expresses system of orientation values, and guarantees their considering with option of force implementation.

The substance of socialization is in the adoption of the system of orientation values – which is at the same time continued and selective assessment of values and way of accomplishing values. Due to the facts that system of the values is based on the deepest convictions and in practice gained habits, because it is massive and supported in many ways on a daily basis by the primary and basic social environments, because it contains crucial basics, mass centuries old experience, the system of the values and system of the orientation values is very resistance and very elastic in practical life.

3.1 Re-socialization

Any type of re-socialization includes a disposal of system values from certain social environment and the formation of the orientation value system, which will be incarnated in practice of behavior. Legal system, legal norms, but other organized forms of social system, certain orientation values and their systems define and impose, while others forbid their implementation through behavior prohibition, and according to thirds, they are neutral or apathetic, or letting them to smaller or larger scope to other normative systems.

We are going to focus on re-socializations taking place:

² Samuel Huntington, *The Clash of Civilizations – Remaking of world order*, CID Podgorica – Romanov, B. Luka, 2000

- a) Under coercion – through punitive measures or/and with the implementation of punitive (repressive) measures. The best, and the most comprehensive example is the immediate implementation of criminal statute in practice;³
- b) Re-socialization in fields where the legal normative system is indifferent or it is neutral. In fact, modern legal systems in no area have been very neutral, and even less indifferent, but in some of them, they only represent principles, while in other legal frameworks and basis for developing special norms and value system, etc.

In general, in coercive re-socialization we have following situation:

- A) There is entity as a figure, the group, the community, the organization, etc. and not only that does not accept them as its applicable system of orientation values, including tolerant ways of changing the system values and valid norms, but attacking them with its actions. Such are all criminal acts, which are carried out with premeditation and the bad intentions. The situation is even more clear if the inspirer - executor – assistant in carrying out is a member of certain organizations (the most common terms: organized crime, mafia, criminal organizations);
- B) Expressed rejecting and endangering of orientation value system and government valid norms by behavior, the state prevents that behavior by force implementation in accordance with the right and preventing that sort of behavior by arresting or even depriving of life and pronouncing legally valid punishment;
- C) Convicted person is directing to serve a sentence applying of certain process, to serve a sentence into certain institution (“House of correction”, “prison”, “penal servitude”, etc), where is going to be subject of three re-socialization lines: a) Treatment with prescribed punishment; b) Procedural of receiving procedure, recording, sorting out and accommodation; c) Internal regime of institution in which he has been serving sentence, i.e. or in which procedures of forced socialization is applied on him. The main factors of that process are factual predictions and experience of damages and suffering due to withdrawal of properties, which is the consequence of behavior that is prohibited and punishable by the system of orientation values and legal norms. However, that loss of properties is not only reduced to time and space of serving the sentence by judicial sentence, but it is referred to the environment and the time that follows serving the sentence. However, certain – let’s call it the local environment - held system of orientation values contrary, or disagreeing, with ruling, instead of extended and expanded sanctions and pressures for actions for which a sentence is pronounced, person that is punished may experience considerable support, social rehabilitation, and wide, significant recognition for a certain behavior.

4. PREVENTION AND ELIMINATION OF SOCIAL PATHOLOGY

Legal norms give very determined and strong backbone for valuable social socialization and for a functional social behavior. They are working in following ways: A) preventive, B) curative, and C) post-curative.

- A) Preventive effects can be achieved through a multimedia information systems, education⁴, upbringing, supervision of behavior and – timely warning using various measures - from the demonstration of presence⁵, to intervention of low or emphasized intensity. As you can see, various factors acts preventively and directing in accordance with normative system. If the government is holder of legal normative system functions, then it primarily acting directly with its presence. In all other cases preventive actions it acts indirectly, through other organizations and institutions. In the first stage of preventive actions, it looks like special attention needs to be focused on action during corrective phase.

³ Look in a Criminal Statute of Bosnia and Herzegovina, Official Gazette, no.: 3, 2003, p.85-120, Chapter XXIII, article 253, regulating of criminal actions, acts and punishment in following way: Chapter I – In General - Definitions; II - Basic Provisions; III – Application of criminal statute of B&H; IV - Unenforceability; V - Criminal offense; VI - Criminal responsibility; VII - Punishments; VIII – Conditional penalties; IX - Security measures; X – General rules of educational recommendations, about educational measures and punishing of juveniles; XI - General provisions on execution of criminal law sanctions; XII – Depriving of material benefits gained by committing criminal offenses and legal consequences of conviction; XIII - Rehabilitation, amnesty, pardon, and erasing of conviction; XIV – Responsibility of juristic persons for criminal acts; XV – Criminal acts against freedom and human liberties; XVI – Criminal acts against integrity of Bosnia and Herzegovina; XVII – Criminal acts against humanity and values protected by international laws; XIX – Criminal acts of corruption and criminal acts against official and other responsibilities; XX – Criminal acts against administration of justice; XXI – Criminal acts against copyrights; XXII – Agreement, preparation, association and organized criminal; XXXIII – Transitional and finishing regulations.

⁴ Milosavljevic Gordana, Vukanovic Svetlana, *Distance professional education*. Cigoja, Beograd, 2000

⁵ Simenunovic Dragan, *Theory of politics*, Udruzenje “Nauka i drustvo”, Belgrade, 2002, p.150-161

Although it doesn't occur in all cases as a entirety which may be timely identified, we will be treated as the period in which small, easier offenses taking place, whose explaining, focusing and announcing sentences, or mild sentences, it influence on creating a sense that it is non-useful, even harmful, not to comply with social norms. At this stage, education institutions, institution of public welfare as well as working organizations and interesting social organizations participate.

- B) In our understanding, curative effects of legal norms are realizing through direct operations of the authorities to ensure application of legal norms in the manner in which they interpreted and in accordance with their implementation. In practice, this means ascertainment of violations of the norms, announcing of adequate sanctions and their execution. Curative effect implies an appropriate continual supervision through activity of institutions and other entities of society.
- C) Post-curative or post-operative actions include at least three important factors: (1) Records, as a permanent work basis; (2) appropriate supervision of behavior during the execution of sanctions and (3) to assist in adapting to a new situation. Although those three factors are firmly linked, our focus is inevitably on providing assistance in rebuilding adaptation. Difficulties of adapting to a new situation represent dramatic question of successful re-socialization. Re-socialization includes adapting on a new, recently appeared situation.

Re-socialization includes two levels of readapting: adapting to a new, changed itself; b) adapting to a new situation, which is double changed: 1) objectively, during elapsed time; and 2) subjective, by changing opinions under the influence of re-socialization measures applied as compulsory.

Re-socialization includes two levels of re-adaptation: a) adapting to a new and changed. Understanding is "served its, so there is nothing more to do here", which is popular saying we often encounter, it is not true, nor socially functional. In legal literature the sanction is: a) revenge, b) Compensation for damage, c) Re-education. However, subject against which sanctions are being implemented is the character of a certain education, feelings, aspirations, interests and needs, those actual ones and in perspective.

Sanctions applied by the relevant authorities are necessarily the group of substantial frustrations. The environment in which it is going to be carried out is double organized:

- a) In public, formal, and official
- b) Informal, illegal and as a contra system

Sanctioned entity is adapting on requirements of both organizations, "it is socializing" in both of the "community". Imagine an adaption and "re-socialization" of a fair, worthy and scrupulous citizen, who is, due to car accident with serious consequences, sentenced to long-standing prison and is serving his sentence together with those who have committed serious violence, burglaries, etc.

In addition to all weaknesses, rehabilitation is necessary and relatively efficient technique of preventing and removing social obstruction and eliminating of social deviations and pathological phenomenon - even if it is compulsory. In order to be successful, by the actual effects must be:

(1) Timely, (2) universal, and (3) intensive enough and it must consist factors of social rehabilitation with functional supervision.

This type of functionally effective rehabilitation needs to be secured with appropriate normative system, which is complex task.

5. RESUME

The role of the legal norms and orientation values for obstructing and removing socio - pathological phenomenon, as you can see it this study, is decisive in any organized social system. The right, the system of legal norms, and legal norms are imposed, their performance is guaranteed under threat and in certain cases through direct coerce – using of direct physical force. However, the system of governing legal norms which are implemented necessarily contains some sort of consent form, if not all, than of majority, which still means that in itself contain and guarantee achievement of minimum essential interests of those who are executing norms.

In contemporary society legal norms are not only the term of interests for governing structures, but they represent the willingness and interest (or more precisely, understand and accepted interest) of majority, which is achieved through a democratic political engagement. They are, among other things, in the economic and business sense normative rules of behavior and any business must comply with them.

Integral, crucial parts of the process of socialization as well as the real process whose effects are socialized behavior, i.e., normal behavior in a society, with respect for social norms, are: added socialization, re-

socialization, and ethno-socialization, and its terms are adaptation, non-adaptation, that is, social conformism and non-conformism.

Norms of behavior, including the legal norms, on one side are the result and achievement of socialization, and, on the other hand, they are instruments of socialization and, on the third, they are marks – points of direction of socialization process.

Every individual, since its birth until its death, in the most stable social societies, with the most stable orientation values systems and legal - normative systems, is going to additionally socialize in accordance with the requirements of age, education and upbringing, social position and social role. In this regard, socialization of an individual is, in essence, constant process of re-socialization through de-socialization and additional socialization. In sphere of social sphere life economics and additional socialization is performing in the framework of entrepreneurial and corporative culture and business moral. Deviant, i.e., socio-pathologic social behavior, (as deviant and socio-pathologic phenomenon) may not be objective and be permanently determined, but its definition is possible only as valuable – positioning or descriptive. The simplest goals are reducing it to behavior that is in contradiction with requirements of valid social norms.

In reviewing, studying of social deviation and socio-pathological phenomenon should differentiate socio-deviant and pathologic situations from deviant and pathologic behavior. Legal norms primarily regulate behavior, and situation and the states determine targets, bases, and reasons, as well as subjects of acting and protection.

Legal norms, but other (ritual, system of values, moral - ethical norms, business morals, religious, etc.), defines behavior and relations in and according to deviant situations (states), preventive as well as curative.

An important relationship of legal norms according to social deviations and social pathology is demonstrating through their important functions:

- Identification of good and bad, desirable and undesirable, allowed and forbidden, unpunishable and punishable (subject to legal sanctions);
- Prevention – preventing of appearing of pathologic, socio-deviant phenomenon;
- Prohibition of expanding and development of deviations and pathologic phenomenon;
- Elimination – removing of deviant and pathologic phenomenon

System of legal norms perform all this through directing, prescribing of obligations, prohibitions and penalties, as well as implementation for execution of the norm's request.

In order to make these functions as efficient as it is possible, permeation is necessary and compliance of legal systems, the needs, interest, the system and orientation values and other areas of human and social awareness in defined social situation. It also means that the area of economy is permeate and directed not only to legal norms of local and international character, but systems of orientation values too, business culture and business morals, and any deviation from this in the business world could be consider as socio-pathologic phenomenon.

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PREVIOUS EXPERIENCES OF PRIVATIZATION IN SERBIA

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***Summary:** Serbia is, like the other countries in the region, confronting with serious challenges of transition period. Even when the moves done from the Government are the best ones, the success of reforms mostly depends on trust that citizens have in justification of prevented measures. If significant part of the public thinks that credible institutions are corrupted, the trust will be decreasing.*

***Key words:** laws, institutions, reforms, privatization, transition, market economy, actions, models.*

1. INTRODUCTION

First process in building credibility institutions is bringing the appropriate laws. In Serbia there is long-time draft laws which have as purpose regulating free access to informations issues and stopping conflicts of public and private interests. In expectance of new and more quality legal solutions, through activity of credible institutions, public issues of state organs and the authorities themselves, as well as the indirect control of institutions, an analysis of current regulations have been going on from two areas. Through empirical examination of public opinion, indirectly assessing the activity of credible institutions is trying to explore the degree of reorganization these themes by the citizens, how many of them are interested, which problems are considered as priorities and with which solutions they might be satisfied. Provided results will help as starting point for further activities. It is certain that in the same way can help to the domestic public, state institutions and international organizations which care for development of our country.

2. CURRENT STATE OF PRIVATIZATION IN SERBIA

After eleven years of "reforms" Serbia nowadays is practically at the beginning of transition in democratic society and market economy¹. Serbia is still on way of building credible institutions as essential condition for quality and successful transition and creating positive ambient for entering in EU. From the 80's point of view, creators of economy policy in Serbia nowadays have experience from transition countries and possibility to choose these transition concepts which provided results. With respects towards economy policy carrier, implementing segments of transition such as stabilizations fiscal policy, fiscal relaxation and harmonization, deregulation and reregulation, privatization still presents basic lever of transition and in the same time basic obstacle in reforms realization in countries of Central and Eastern Europe. Privatization is foundation clearly pointing on firm determination of credible state institutions to implement complexed reforms, mostly because of consequences initiating change of social status, and even more important – cultural pattern and way of thinking of whole population. History of privatization in Serbia, which is most obvious confirmation of this thesis, practically is history of different models implementation of free capital distribution to the employees, pensioners and citizens.

¹ Agency for privatization of Serbia, www.priv.yu/agencija/agencija.php

However, total privatization effects in Serbia until democratic changes are minimal, mostly because of lack of political elite firm will to consistently implement reforms and transition towards market economy through credible institutions.

3. SALES MODEL VS. MODEL OF FREE DISTRIBUTION

Between choosing two basic models, free capital distribution and capital sales, it is decided to choose the second one, the model of sales, mostly because of negative experience with voucher models and free distribution models in the countries of Central and Eastern Europe.

In the sales model there is no period of free shares distribution on the market and the capital is directly sold to the strategic investors, which is:²

- decreasing time for company's structural adjustment with establishing system for management derived from the ownership;
- "retracting" credible partners on market, what means risk decreasing of investments and capital price, what positively affects on direct investments income and fresh capital in the country in general;
- raising technical-technological economy level by investing in new equipment and transfer technology, which is inevitable issue

Solely purpose which the credible institutions permanently must deal with is social acceptance of transition and privatization, what in same time means one of the greatest challenges nowadays in our conditions. However, this problem is impossible to be solved on short-terms with privatization, because privatization didn't create it in general. It must be paralelly solved by state social policies, policies of encouraging direct investments, policies of small and medium companies development and other measures, which must be in function of encouraging mobility of working active community and removing social threatened population care from the economy subjects.

Privatization concept in Serbia primarily is turned towards strategic investors and it is obligation to create ambient for foreign investments through building credible institutions, which have profit as final aim, but in same time are solving the unemployment issue, social security and gradually crisis overcoming³.

In developed countries practice, and especially in transition countries practice, at which the model of sales showed exceptional results (Latvia, Estonia, Poland, and in later phases – Hungary, Czech Republic and at last Slovakia), primarily used are methods of tender and auctions sales. Both methods satisfy previously mentioned conditions, procedurally are elaborated in details, investors clearly recognize them and are accepted from the majority of international financial institutions, participating in financing privatization projects.

Nowhere in the world, not even in Serbia, process of building credible institutions, especially the authorities institutions, as well as the mechanisms for demonstrations of authority through concrete activities of state organs and institutions, even the acts of structural business reforms and privatization, itself, did not pass without shocks.⁴ As the other countries in transition in region of Europe and Eurasia (E&E) Serbia too is confronted with wide spectrum of development obstacles. Movement from Centralized toward market economy is asking from the Government and from the citizens too, to provide some tough decisions. However, while countries like Bulgaria and Romania started this requesting route even in 1989, Serbia has started its reforming process even in beginning of 2001. More than ten years of economical, social and institutional weakening, preceding year 2001, have left great burden of unpredictable problems for stabilization and reforms of credible institutions, what was an issue that other countries in Central and Eastern Europe have dealth with in the last decades of twentieth century.

In Serbian case, there was a loss of international markets, because of international economic sanctions, as well as hesitating to include financial discipline and building the state institutions. Also, there is deep regret for total status decrease and state that country is found in, although it is hard to measure - anyway present an important factor in further reforms. Although Serbia from year 2001 is on solid, not so straight way of economic and political reforms through building of credible institutions in all areas in life, Republic anyway is behind many of its neighbours. Serbia is in especially tough phase in transition where many of its citizens are not still materially felt the benefits of market democracy, and especially because there are even additional painful moves that should be undertaken. Uncertainties that refer to further extension in EU might decrease the EU integration value, as key motivation factor for reforms.

² Quot.

³ A. Miljkovic, Stimulative taxing – development role, Fineks, 2006.

⁴ Serbia Transparency, magazine 2005.

Absence of still effective democratic political parties cooperation and excessive conflicts between them have led to the lack of political and public consensus for the key issues of transition policy and consistent political will to implement the tough, but needed reforms. Attention on the reforms is redirected to the issues such as Kosovo and its further functioning in the country of origin, Constitutional status and functioning of Vojvodina in the new Constitutional framework, and also on the cooperation with International Criminal Tribunal for ex-Yugoslavia (ICTY)

4. ROLE OF MORAL AND PROFESSIONAL PRIVATIZATION VALUES

Credible institutions project aim in Serbia is support of essential system of democratic values which is based on moral and professional values, because of institutions strengthening and faster integration of Serbia in Europe and in the world institutions.

Project purpose is contribution to development of credible institutions, and consciousness rise about moral and professional values, which are basis for building system of quality, not quantity, i.e. law legislative and democratic institutions.

Population is crucified among quasi-communist values, new established tycoons and false heroes, and in the absence of credible institutions such as Academy, University, public opinion, entrances in general crisis of values, what brings to rating increase nationalistic parties, unrecognition values of general meaning, doubts in European integration importance, self-distraction from the international community.

In Serbia nowadays there is acute problem of moral and altruistic values system non-existing. This is limited with deep misunderstanding of functions and legal state sense. Every transition means radical changes in values and evaluations system, and that is why is so hard and painful and affects more social generations. Problem of acceptance of new values system is in process of notions understanding and needs of the new system of values, and in the same time critical relation towards the changing system of values Transition means one period of crisis in which different notions are met, the right and the wrong, the good and the bad, the true and the lie, the useful and the harmful. – in that crisis period most often consequence is the lack of system of values, vacuum of values under which civilization, human reflexes of society are yielding. Serbia, conditioned with deep traumas that the society had dealt with in the past, this period of crisis, which is to be as soon as possible over bridged, became eternal state of nation and society⁵.

Also in Serbia there is lack of knowledge of system of values which EU is founded, as well as absence of purposed and deliberate promotion of those values. Nowadays in Serbia there is undoubtfull political and social determination to enter in EU. Not knowing the historic process of EU occurrence, creation efforts and maintaining system of democratic, cultural, social and even moral values in the member countries, confuses Serbian citizens and bringing them in doubt whether the member countries are at all ready to accept Serbia with all qualities and disadvantages.

Because of all mentions in Serbia it is necessary through development of credible institutions to rise issues for the real values, should reward and encourage social consciousness, which are foundations for building democratic institutions and law legislative.

In direction of credible institutions greater and faster development, it is necessary by media and press conferences for importance of professional and moral values to explain the citizens inexistence the value scale in Serbia, to inform the public about present situation in politics, court system, prosecution, police, health system, education, administration, journalism, science and culture, and to create consciousness for importance of moral-ethical and professional values for institutional stability, law legislative and life of the citizens.

Influence of political forces relation in the Parliament could be worsen and instead of filling the places in executive bodies with professional state representatives, are being filled by political influence, leaving very little space for forming so called credible institutions.⁶ This vicious circle of the public sector, is slowing down in transition and election body, which has experiencing broken expectations due to lack of positive changes, has created conditions for rise of national and populist parties, which are better organized and consistently addressing the majority of electors.

Accordingly, although in Serbia for relatively short time period many positive changes had been going on aspect of forming credible institutions, there is a lot left to be done, and there is a reason for worrying when present economic situation is taken in account. At the end, these factors can anyway be of advantage in reforms processes in Serbia, and in the worst case, threat stability.

⁵ Agency for privatization of Serbia, Mile Jovanovic, agency magazine, 99-490.

⁶ Agency for privatization of Serbia, Srdjan Stancic, agency magazine, 99-390

5. INSTEAD CONCLUSIONS

Reform of social sector through credible institutions development is also necessary; however, having in mind the relative priority of economic and democratic challenges and lack of means for substantial influence on reform, it will not be priority subject in this Strategy. This Strategy has three strategic goals (SG):

- Strengthening of market economy democratic management. This goal is concentrated on changes on republic level, political and law regulatives and their implementation. Key component of this aim is management promotion, with better balance and distribution of authorizations, cohesive politics and responsibility towards the public.
- Increasing companies economy growth in sectors and municipalities with high potentials. This purpose uses local dynamics for private sector growth, so it upgrades the business climate and key sector capacities and companies, what creates competition on the market.
- Decreasing fears from political instabilities. This goal is aiming to key democratic structures support and processes on all republic levels, because of strengthening the political stability. Conditions will be improved in certain, threatened areas, through improving economic conditions and active participation of citizens in the local community.

Important crossing areas that are permeated by credible institutions functioning are gender equation, problems of young population, fight against corruption, development of human and institutional capacities, creating new working places, means of public informing, as well as the regional cooperation. Building state management and system of institutions, economic reforms, reconstructions and animating economy, social development and civil society are key factors of labor and development credible institutions and EU help program for Serbia, led by European Agency for Reconstruction (EAR). With this program, EU continues helping key aspects of economic and social reforms in Serbia. Special help will be given to Serbia's development in intergrational purposes with EU, and in accordance with Process of stabilization and association. Privatization in the countries that are bringing this process successfully could be a good example, and with rational politics Serbia will be inevitably heading towards successful privatization.

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EMPLOYEES QUALIFYING PROCESS IN THE FUNCTION OF SYSTEM FOR QUALITY MANAGEMENT (ISO 9001:2000)

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Summary: *This work presents authors desire to help and facilitate with their suggestions one very important procedure of system for quality management (QMS) - it is about the "Procedure for employees qualifying". Emphasize is done on form, contents, and procedure sustaining elements, and focus is on procedure's preventive role and advantages which proper procedure brings in the light of world economy crisis and contemporary economy flows. Therefore, "Procedure for employees qualifying" presents one of basic and most important procedures of system for quality management ISO 9001:2000. All companies carriers of quality certificate ISO 9001:2000 necessarily provide and implement this procedure in their system of quality.*

Key words: *ISO 9001:2000, QMS, Procedure, Qualifying, New-employeeed.*

1. INTRODUCTION

Employees qualifying process present company's desire and its management to improve efficiency and effectiveness of the company employees. In order to reach this goal, it is necessary to clearly define all activities, authorities and responsibilities in realization of educational process, qualifying, and teaching employees in the company. It is necessary to include all employed workers in the mentioned process, including the leadership. Employees qualifying process should be done in continuation and planned, i.e. should define clear procedures for that purpose. In the system for quality management ISO 9001:2000 there is procedure which treats this thematic as "Procedure for qualifying employees", which all companies that have implemented and certified the system for quality management ISO 9001:2000 posses and process in this work. Mentioned procedure should be connected with other QMS documents (Quality System Management), such as: EN ISO 9000:2000 – Systems for quality management – Essentials and vocabulary, EN ISO 9001:2000 – Systems for quality management – Requests, Instructions for form definition, contents and marking procedures and instructions of the system and Procedure for records control, i.e. Document for internal organization and systematization of company activities. From the aspect of contemporary events and world market tendency and consequences from the world economy crisis, this type of prevention and useful acting is becoming more significant, because it saves precious time and provides excellent results. In this work, the followed definitions will be assessed:

- New-employed worker – person with working experience (inside or outside the company), which is placed on works never done before,
- Records – document that mentions the executed results or gives proofs for executed activities (EN ISO 9000:2000),

- Professional qualifying – employees qualifying in narrowly defined scientific areas connected to the basic profession,
- Specialistic qualifying – employees qualifying in not-narrowly defined scientific areas connected to the basic profession.

Also the following shortcuts will be of use: QMS – System for quality management and QMP – quality management representative.

2. EMPLOYEES QUALIFYING PROCESS

Employees qualifying generally speaking, could be divided in two categories:

- Professional and specialistic qualifying,
- Qualifying from the area of QMS.

Professional and specialistic qualifying in the company frameworks is:

- Education with purpose obtaining diploma of appropriate professional background,
- Qualifying through regular process of knowledge transfer among employees,
- Individual qualifying with following of appropriate literature,
- Participation on scientific and expert meetings/seminars,
- Participation in expert commissions work,
- Participation on specialistic courses,
- Foreign languages learning,
- Qualifying for use of new technologies.

Qualifying from QMS area ranges:

- Education of management personnel,
- Education of other employees,
- Education for QMS internal auditors,
- Employees qualifying which activities have significant influence on product quality and company services,
- Qualifying for statistical methods usage.

2.1. Identification of necessity for qualifying

It is necessary for every company working place to define basic conditions for executing certain activities, tasks, as well as the necessary knowledge, skills and experience needed for tasks execution as described in internal organization's and systematization's document. Company director and organizational units managers should be authorized and responsible for qualifying based on conditions for execution of works and needed knowledge defined with document of internal organization's and systematization's working places. Organizational units managers should, with employees consultancies to make continuous following of eventual demands for qualifying and improvement on which appear while executing certain processes in the company, and evaluated that is needed, they raise initiative for qualifying. Organizational units managers should initiate activities of qualifying and improvements by filling appropriate documentation (e.g. form "Request for qualifying"– Fig 1), afterwards delivered to the company's organizational unit, which is processing with legal-administrative and general activities.

3. NAME OF ORGANIZATIONAL UNIT:_____

During execution of works and working tasks in the framework of products/services realization, a demand for additional employees qualifying is identified. Accordingly, we are submitting the following data:

QUALIFYING TYPE	
Professional/specialistic	
QMP issues	
QUALIFYING FEATURES	
Internal	
External	
QUALIFYING THEME	
QUALIFYING AIMS	
QUALIFYING PLACE AND TIME	
EMPLOYEES NAMES THAT THE QUALIFYING IS REQUESTED FOR:	
EXPLANATION:	

REQUEST APPLICANT:

Organizational unit manager

Fig 1: Example of document form "Request for qualifying"

Afterwards it is necessary to process with registration of submitted documentation in appropriate registry (e.g. "Request registry for qualifying") [1].

Table 2: Document form "Request registry for qualifying"

1	2	3	4	5	6
Nr.	Request nr.	Applicant	Organizational unit	Date	Request registered by

Requests referring to professional and specialistic qualifying are submitted to the company director, and requests for qualifying referring to qualifying from QMS to QMP.

Reexamining the needs and requests and providing qualifying plan

Company director, QMP and organizational units managers based on the identified needs for qualifying and registered "'Qualifying requests' should make reexamining the needs for qualifying at least once a year (usually at the beginning of working year), and based on the reexamining issues to build document connected to the planning employees qualifying (e.g. "Plan of qualifying employees" – Fig 3) [2], with defined timetables and functions responsible for realization of certain plan activities.

	Annual plan
	Employees qualifying plan based on the current project needs
	Emergency plan

Nr	Qualifying type (professional or QMS)	Qualifying feature (internal/external)	Qualifying theme	Qualifying aims	Executor/ lecturer	Date/time	Names of the qualifying participants

Made by:	Approved:
	Director

Fig 3: Example of document form "Employees qualifying plan"

Besides regular planning employees qualifying there is also emergency planning, and planning based on current project needs. Organizational unit for administrative – legal and general company issues (e.g. "Services for administrative – legal and general company activities") [1] should be responsible and in charge to inform the "Qualifying request" applicant for the decision made upon the request (if the qualifying is approved or not). Highest company leadership periodically makes reexamination of dynamics and plan realization volume of employees, and in the case of need, takes the preventive and corrective actions for adjustment of current and planned qualifying activities.

2.3. Qualifying plans realization

For realization of qualifying and education according the qualifying plans, done out o the company (external qualifying and educations), organizational unit for administrative – legal and general activities should be authorized and for processing administrative issues connected preparing of qualifying and education [2], such as:

- Contacts with qualifying/education organizer,
- Filling and submitting request for qualifying/education,
- Timely informing employees and his (her) direct superior for the timetable and qualifying /education program,
- Preparation of travel order,
- Organization of transport and accommodation for the employee.

For realization and education according the qualifying plans, which is executed inside the company (internal qualifying and educations) the organizational unit for administrative – legal issues and general activities should be authorized and responsible for execution of administrative works connected to qualifying preparation and education, such as:

- Contacts with lecturers coming out of the company,
- Providing appropriate space for qualifying/education execution,
- Timely informing of employees and their direct superiors for the timetable and qualifying /education program,
- Making qualifying/education participants presence evidence forms,
- Distribution of working materials for qualifying/education.

2.4. Evidence, collection and archiving notes for the executed employees educations and qualifying

After executed external education, qualifying or teaching, the employee should submit the response note (diploma, certificate or similar) for the executed qualifying in the organizational unit for administrative – legal issues and general company activities, where the copy of the records should be archived in employee

personal map, and original should be returned to the employee [3]. After executed internal education or qualifying inside the company, the lecturer or the organizational unit for administrative – legal issues and general company activities should provide all the participating employees in the education/qualifying an internal confirmations for the finished qualifying/education [4]. Filled forms of presence evidence to the education/qualifying (records) should be archived according to ISO 9001:200 "Procedure for records control" [5], if the company is certified with this certificate.

2.5. Qualifying of new-employed workers

Procedure of qualifying new employees should be on the following way, after the acceptance of new-employed workers, the organizational unit leader for administrative – legal issues and general company activities (the service for mentioned issues), in consultations with the leader of the organizational unit where the new employee has a working place, should provide document "Plan for new-employed workers" (Fig. 4), then to determine mentor (authorized and responsible persons to provide qualifying to the employees according the qualifying plan). Foundation for defining the plan for new employed workers qualifying is the document „Regulatives for internal organization and systematization of works” in which are described works and tasks for working place where the new employed will be places, as well as the previous professional background, knowledge, skills and experience of the new employed person.

New employee	General qualifying	From	To
Change of working place	Professional qualifying		
Qualifying plan:			
Working place/function:			
<ul style="list-style-type: none"> • General qualifying contents: • Organization overview and introduction to the working place (working environment), • Presenting the new employee in the Organization, • Introduction with QMS (especially with policy and company goals, production program/services, processing the inappropriate products, etc.), • Instructions for working protection (documentary qualifying for relevant measures, including the use of personal protection equipment), • Acts in the special occasions, fire protection, • Working time regulatives, annual vacations and rewarding, • Introduction with electronic systems of data processing, etc., 			
The worker is introduced with above mentioned qualifying issues			
Date			
_____ (employee signature)		_____ (mentor signature)	
Professional qualifying for works execution and tasks on the working place:			
SUBJECTS:			

Date

(employee signature)

(mentor signature)

Fig 4: Document example form "New-employed workers qualifying plan"

Document "New-employed workers qualifying plan" should be archived in the protocol book and should be delivered to the mentor from the organizational unit's side for administrative – legal issues and general company activities [6]. After qualifying plan's realization, mentor should verify the document "New-employed workers qualifying plan", i.e. to submit it to the organizational unit for administrative – legal issues and general company activities. Original of the mentioned document after realization of qualifying plan, should be archived in the employee's personal map.

2.6. Employees qualifying placed on other positions inside of the company

In the cases when is necessary to place certain employees on other jobs inside the company, and when according the Terms of references in the document "Regulatives for internal organization and systematization of jobs", as well as the professional background, skills, knowledge and experience, additional employee

qualifying is needed, it is treated on way described in the previous text (Article 2.5. – Qualifying of new-employee workers).

3. CONCLUSION

One of the very important procedures of Quality Management Systems (QMS) ISO 9001:2000 is the "Procedure for employees qualifying", which as additional quality because it serves as a preventive measure in QMS. Although in the previous period economic crisis was mentioned as an excuse for decrease in business, many experiences show that investments in employees qualifying is surely one of key factors in achieving competitive advantage, i.e. innovations and investments in education in the period of crisis worth more than in the period of regular business. Advanced organizations in crisis see the opportunity to raise their actions on higher level, through investments in additional specialization and employees qualifying, new products and solutions, raising the market ure there are the following chapters: procedure purpose; area of procedure implementation; connection of procedure with other elements; definitions, symbols, shortcuts used in the procedure; applied activities; responsibilities and authorities; list of employees who can access the document. In the employees qualifying process it is necessary, as in the other QMS procedures, clear and undoubtfull defining of responsibilities and authorities connected to the qualifying process itself. Concerning that, directors and managers of organizational units are authorized and responsible for identification of the qualifying needs. For filling "Qualifying request" document and its submission to the administrative – legal service, responsible and authorized persons are the leaders of organizational units. For registration of the submitted document "Qualifying request" also responsible is the authorized clerk (employee) for administrative – legal issues and general company activities. For producing the document "Employees qualifying plan" responsible and authorized persons are the director and managers of organizational units. For undertaking preventive and corrective actions measures for adjusting current and planned qualifying activities, responsible and authorized persons are the director, financial director, technical director, to the preparation of qualifying and education, as well as for providing internal qualifying confirmations responsible and authorized the clerks (employees) in the administrative – legal issues and general company activities. Finally, for producing the document "New-employeeed workers qualifying plan" responsible and authorized is the manager of service for administrative – legal issues and general company activities, with consulting of the organizational units managers. When recorded and documented „Process for employees qualifying“, it becomes important element of QMS and all the employees, including the highest leadership of the company, are obliged to implement it, and act accordingly. Every neglecting or partial implementation leads to a real threat of losing QMS certificate ISO 9001:2000.

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ПРИМЕНЕНИЕ НОВЫХ ТЕХНОЛОГИЙ ОБРАЗОВАНИЯ В МЕНАДЖМЕНТЕ

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Резюме: Сегодня совершенно ясно, что знания – это богатство каждого человека. Сегодня всем известно, что знания представляют собой богатство каждого человека. Инвестиции в менеджеров приносят неменьший результат, чем сам вклад. Менеджеры участвуют в изменении формирования человеческого общества во всех его сегментах. До сих пор этот процесс проходил гладко, но с внедрением новых информационных технологий он ускорился в несколько раз. Образование важно для каждого человека, но это зависит не только от каждого, а планируется и достигается совокупностью многих факторов. Конечно, образование зависит не только от человеческого потенциала, но в значительной степени и от информационных технологий и моделей обучения. Цель состоит в том, что в этом документе представлена модель образования, которая очень отличается от традиционных образовательных методов обучения. Обучение или дистанционное обучение (ДПО) полностью отказывается от аудиторий. Интернет как дистрибуторская сеть, в которую подключены миллионы компьютеров, является идеальным источником для осуществления взаимодействия и поощрения сотрудничества.

Ключевые слова: менеджер, образование, технология, компьютеры, интернет, информация, обучение, обмен, социализация, подход

1. НОВЫЕ ОБРАЗОВАТЕЛЬНЫЕ ТЕХНОЛОГИИ И ОБЩЕСТВО

Внезапное ускорение развития науки объясняется тем, что высокие технологии поднимают скромные возможности человека на невероятный уровень. С помощью таких средств труда человек видит во много раз лучше (электронный микроскоп) и видит то, что раньше видеть не мог (ультразвук). В этих условиях человек гораздо быстрее учит и овладевает новыми знаниями.

Высокие технологии, в которых господствует интеллектуальный, научный способ работы, выживает с исторической сцены простые и классические технологии. Они принесли с собой новую цель образования, которая содержится в предоставлении прочных общих знаний для научного метода работы с применением и созданием новых знаний.

В связи с быстрым развитием науки и частых технологических изменений, глобально, общество создаётся как научно-исследовательская и производственная система. Только новая научно-информационная система образования с новой целью образования, даёт знания по существующим технологиям и технологиям, которые придут. Новая система даёт знания, которые обеспечивают обучение и созидание всю жизнь.

1.1 Компьютер в образовании, как посредник в общении

Если посмотреть историю человеческого общения, достижения в области технологий всегда были движущей силой изменений в образовании. Технология существенно влияет на то, что мы можем сделать, а в последнее время технологические "чудеса" стали принимать участие в наших решениях о том, что лучше создать и каким образом. Хотя люди могли читать и писать и до изобретения печатного станка, как раз тот станок способствовал широкому распространению грамотности и неограниченному доступу к печатному источнику, бумаге, на которой записаны мысли, описаны события и различные информации. Такое быстрое развитие письменности изменило классовую структуру и, таким образом, изменило целую систему образования. Следует отметить, что, к сожалению, процесс грамотности продолжается до сих пор по всему миру.¹

Как печать вызвала многие изменения в секторе образования, но полностью не привела к исчезновению письменного слова или словесного общения, так и новые технологии должны пройти этап поиска выхода к полному и постоянному усовершенствованию системы образования.

Учителя теперь используют новые технологии таким образом, чтобы соединить компьютеры и современные достижения в сфере телекоммуникаций. Наиболее подходящим названием для такого рода обучения была бы - коммуникация при помощи компьютера. Она может быть использована во многих отношениях: электронная почта, интерактивного обмена сообщениями, большие и маленькие учебные группы, большие видеоконференции, он-лайн каталоги или базы знаний, он-лайн обучение, информация, размещенная на веб-сайте (изображения, текст, видео).

Коммуникация при помощи компьютера способствует взаимодействию, которое часто не используется в традиционных фронтальных методах преподавателя. Это позволяет студентам свободу выражения альтернативных способов поиска для того, чтобы найти и развить свой собственный стиль обучения. Одним из главных преимуществ такого подхода к обучению, является то, что содержание учебной программы, и все, что ей сопутствует и дополняет, может быть доступно в различных формах, в любом месте и в любое время во всём мире.²

1.2. Преимущества и недостатки употребления компьютера в учебном процессе

Одним из больших преимуществ, конечно же, является общее присутствие информации. Теперь мы можем присутствовать на лекциях в школе, но также и дома и в офисе. Ещё одним преимуществом такой коммуникации является промоция мультикультурного сознания. Преимуществами с технической стороны, безусловно, являются простота циркуляции и архивирования файлов. С другой стороны, трудности в адаптации к работе по новой системе, иногда требуют больше усилий, чем в случае с некоторыми традиционными методами. К этому можно добавить и расходы на закупку оборудования.

Есть ещё много преимуществ и недостатков, но выше перечисленные выходят на передний план больше чем все остальные.

1.3. Которая из технологий лучшая

Наша демократизация общества должна подчеркнуть право на качественное образование, которым будет обеспечено развитие личных способностей каждого человека. Образование должно следить за мировыми инновационными процессами и создать новый профиль специалиста нужного для строительства информационного общества. Для того, чтобы успешно вписаться в процессы, которые принесут большую свободу и новый стиль жизни, возникает потребность в постоянном обучении. В качестве приоритетной задачи мы подходим к подготовке к самостоятельной работе, к поиску и выбору информации, её отбору и употреблению, начиная с факультета до начальных форм образования. Становится понятно, что образовательные СМИ будут на первом месте в процессе обучения. Образование должно отвечать переменам, т.е. стать эффективным и гибким. За короткий отрезок времени мы должны научиться как можно больше.

Развитие информационных технологий приводит к созданию информационного общества, в котором ведущую роль должно иметь образование. Успешное образование и успешная учёба в университете, как и обучение в течении всей жизни можно реализовать только новой технологией. Дистанционное обучение с использованием интернета - один из видов современной технологии, который организованно используется в мире, и всё больше у нас.

¹ Prof Nedim Delić, Informaciono komunikacione tehnologije, Banja Luka 2008, str 9.

² Prof. Nedim Delić, Informaciono komunikacione tehnologije, Banja Luka 2008, str.17.

2. УДАЛЕННОЕ ОБУЧЕНИЕ

Все программы образования которые существуют на сей день, обязательно включают в себя и удалённое обучение. Удалённое обучение не является новинкой, оно применялось и до появления современных информационных технологий. Заочные отделения, курсы, радио и телевизионные программы давно известны, такие способы обучения использовали ученики которые не могли регулярно посещать занятия.

Только с появлением компьютера и интернета дошло до усовершенствования удалённого обучения. Медленную почту заменил быстрый компьютер, так что сообщения принимаются мгновенно, и не только сообщения, а и аудио, видео записи. Главное преимущество удалённого обучения является интерактивность. Ни одна форма удалённого обучения не была настолько интерактивна как эта, и то благодаря компьютеру и интернету. Возможно взаимодействие между профессором и студентом, студентом и студентом, факультетом и студентом, студентом и факультетом.³ Обучение проводится удалённо, с помощью компьютера и интернета. Все ученики и профессора общаются через интернет. Занятия проводятся вне времени и пространства. Ученики сами выбирают время, когда они будут заниматься, конечно, соблюдая некоторые сроки. Перед началом учебного процесса, профессорам и ученикам желательно встретиться.

2.1. Интернет в школе

Сегодня интернет собой представляет глобальную компьютерную сеть, состоящий из различных типов компьютеров и операционных систем. Что бы мы смогли разобраться в нём, нам помогают сетевые информационные системы. Кроме того, что нам предлагаются разные информации, эти сети позволяют пользователям публиковать информацию в сети. Интернет является крупнейшим хранилищем "знания", из всех, которые появлялись на земле. Возможности интернета и его использование в образовании увеличивается всё больше и больше. От первоначальной базы, которая включала в себя военные и научно-исследовательские институты, интернет распространился на университеты, средние и начальные школы. В начале девяностых интернет расширился вне границ США, а сегодня он стал глобальным феноменом.

Он берёт на себя большую часть деятельности, которой до настоящего времени занималась исключительно школа. Теперь доступ к знанию возможен для каждого желающего учиться. С интернетом появляется обучение без границ и появление новых технологий и СМИ. Интернет прост в использовании и относительно недорогой способ доступа к неограниченному источнику информации и материалов для обучения.

2.2. Интернет как удобный способ удалённого обучения

На факультетах и в школах, которые не имеют достаточного количества преподавателей, компьютерное преподавание обеспечивает гибкую организацию активности лекций, изучения материала и комплексную оценку работы учеников. Новой информационной технологией осуществлён доступ к разным путям приобретения знаний:

- обучение в то же время в том же месте
- синхронное обучение в то же время, но в разных местах
- асинхронное обучение, в разное время и в разных местах

Сегодня чаще всего используется первый способ, который подразумевает, что ученики ездят в школу, присутствуют на занятиях в то же время в тех же помещениях. Нынешняя организация обучения не моделирована как целостная система. Как правило, отсутствует обратная связь.

В синхронной коммуникации обратная связь является мгновенной и одновременной, то есть все пользователи находятся на связи в одно и то же время. Примером могут послужить телекоммуникации и чат.

Асинхронная коммуникация подразумевает и позволяет большую гибкость для участников в виде самостоятельного выбора доступа к сети. Самыми популярными видами асинхронной коммуникации в интернете являются е-мэйл, и форумы, которые позволяют общение как между учителями и студентами, так и между самими учениками. Каждый может выбрать наилучшее время для коммуникации с другими студентами. Таким образом, обучение может проходить в наиболее подходящее для студентов время. Такой способ обучения учитывает индивидуальные различия и позволяет лучшим студентам быстрее учиться.³

³ Prof. Nedim Delić, Informaciono komunikacione tehnologije, Banja Luka 2008, str.17.

2.3. Дидактические свойства средств массовой информации в области дистанционного образования

Преподавание на расстоянии может проводиться с использованием различных средств массовой информации из которых наиболее распространенные:

- слуховые, визуальные, печатные, компьютерная интерактивная коммуникация

Аудио медиа – это медиа, в которых употребляются интерактивные технологии с использованием телефонных линий, аудио-конференций и коротковолновых аудио сигналов. В рамках аудио технологий используются и кассетные магнитофоны и радиоприемники, которые являются пассивными устройствами, из-за отсутствия обратной информации или же её получения с задержкой. Визуальные средства массовой информации, в том числе движущиеся и неподвижные изображения в сочетании с интерактивной аудитивной коммуникацией. Печатные материалы, в том числе книги, тетради, справочники и т.д. являются одним из основных элементов дистанционного обучения.

Компьютерная интерактивная коммуникация представляет собой использование электронных каналов связи для интерактивного общения с разных мест по всему миру. В обучении она может быть использована для просмотра и прослушивания лекций, практики учеников и студентов, научных встреч и промоций. Несколько факультетов могут следить за выступлениями своих коллег, а затем общаться, задавать вопросы и задачи, и приходить к общим решениям. Такой подход гарантирует, что участники могут слушать лекции лучших специалистов в своей области интересов. Для учителей и преподавателей, эта система может быть использована для контроля за методической практикой, различными экспериментами и природными явлениями.

2.4. Внедрение технологий дистанционного обучения

Хотя технология играет ключевую роль в дистанционном обучении, преподаватели должны подготовиться к новой организации обучения и показать студентам, как сделать удалённое образование эффективным. Уважая потребности учеников, их предзнания и способности, преподаватель должен указать ученикам на систематический подход в использовании дистанционного обучения.

В организации дистанционного обучения используются различные технологии:

- печатные материалы, которые используются в качестве методичек по программе работы, способам функционирования системы, о материалах, которые будут изучаться, и ежедневный график работы.
- интерактивная аудио или видео коммуникация, которая обеспечивает обратную информацию в режиме реального времени с собеседником, которого мы видим и слышим, что особенно интересно для приглашённых профессоров и экспертов в определенных областях, считая, что командное преподавание доминирует в IDL.
- Видео пленка и DVD диски с записанными материалами могут быть интегрированы в IDL для отображения некоторых динамических явлений и процессов. Школы и факультеты, которые снабжены внутренней телевизионной системой, могут её интегрировать в новую организацию обучения на расстоянии.
- Компьютерная конференц-связь, или электронная почта, может быть использована для отправки сообщений, получения обратной информации и хранение результатов тестирования в базе данных, которые преподаватель статистически обрабатывает и получает полную картину знаний учащихся, и так может их лучше оценить.
- Факс устройства могут быть использованы для получения инструкций, текстов, и обратной информации.

2.5. Характеристики дистанционного образования

Дистанционное образование представляет собой такой способ преподавания, который не нуждается в присутствии учителей и учащихся в одном помещении. Независимо от того, какие телекоммуникационные технологии обеспечивают дистанционное образование, можно определить его основные характеристики:

- разделение учеников и учителей в фазе обучения,
- двусторонняя связь между преподавателями и студентами,
- наличие постоянных или временных заданий, которые преподаватель дает студентам
- проведение периодических консультаций в тех же помещениях
- экономия времени
- независимость студентов в поиске литературы
- эквивалентность знаний, полученных в разных университетах и школах
- возможность привлечения лучших специалистов в определенных областях,
- использование большего числа учебных пособий
- гибкий график,
- активное участие студентов в организации работы и др.

Существуют две категории дистанционного образования, а именно: синхронный и асинхронный. Синхронная модель требует одновременного участия всех участников конференции, так что взаимодействие осуществляется в режиме реального времени. Примером синхронной технологии являются компьютерные конференции, интерактивное телевидение, аудиографическая технология и т.д. Асинхронная модель не нуждается в том, чтобы все участники конференции, присутствовали в то же самое время, но будет определён график лекций по индивидуальным пожеланиям и возможностям учащихся, так что эта модель является гораздо более гибкой. Примерами асинхронной технологии являются: электронная почта, аудиокассеты, видеокассеты, DVD, заочные школы и курсы, основанные на WWW. Курсы, основанные на WWW постоянно совершенствуются и ожидается, что в скором времени обеспечат синхронные модели образования.

3. МОДЕЛИ ДИСТАНЦИОННОГО ОБУЧЕНИЯ

В настоящее время дистанционное обучение имеет распространение особенно в области профессионального усовершенствования, обучение без отрыва от работы, высшего и послевузовского обучения. Большинство программ дистанционного обучения является национальной, но есть и транснациональные и международные программы.

3.1. Европейский подход к дистанционному образованию

В Европе, определили программу дистанционного обучения для развития европейской идентичности граждан (Ван ден Branden, Ламберт, 1999). Способ осуществления этой программы предполагает мобильность населения, в сочетании с мобильностью техники коммуникация, товарами, услугами и знаниями. Новая модель называется «модель виртуальной студенческой мобильности», и известна под названием Erasmus. Виртуальная модель представляет собой сочетание обычного обучения в «домашнем» университете с международными коллегиями опосредованными новой веб-технологией, видеоконференциями, обменом электронной почтой, и даже транснациональных проектов, подготовленных в рамках этой программы.⁴

3.2. Социализация в дистанционном обучении

Существуют три вида социального взаимодействия в области дистанционного обучения:

- взаимодействие между студентами и авторами материалов для курса,
- взаимодействие между студентами и наставниками
- взаимодействие между студентами

Очень важным для курса является взаимодействие между студентами и наставниками. Чтобы взаимодействие действительно было успешным нужно выполнить три условия:

- качество взаимодействия
- навыки использования технологий коммуникации
- контроль процесса обучения: курс может быть самоподготовкой (студент сам определяет ритм обучения) или под руководством ментора.

⁴ Kuleto V., Stefanović M., Radić G., Pokorni S., Obrazovanje na daljinu u Beogradskoj Akademiji računarskih nauka, Zbornik radova, Beograd 2007, str.813-815

Дистанционное обучение является новым и потенциально одиноким миром для многих студентов и наставников. Взаимодействие и общение очень важны для того, чтобы обучение было успешным и чтобы курс не бросали. Вполне возможно, что начинающим трудно найти смысл в онлайн-среде. Им нужен гид, который поможет сориентироваться, будет подталкивать и поощрять работу. Основными концепциями дистанционного обучения являются:

- совместное обучение
- связь
- совместное обучение с поддержкой компьютера
- обстоятельная постановка вопросов
- индивидуализация
- взаимодействие
- положительные утверждения
- решение проблемы

Роль наставника:

- помощь
- определение режима: напоминание о календаре мероприятий
- поощрение дискуссий и промоция интеракции
 - а) контроль обсуждения модератором
 - б) промоция интеракции через поддержку, руководство, поощрение студентов к контролю обучения, страхование процесса учения

Чтобы студенты подружились и испытывали доверие друг к другу, что необходимо в процессе обучения, на курсе, существуют собственные сайты для каждого студента (в WebCT в Home Page), в которых студенты создают свои собственные страницы, заполняя их информацией, которой хотят поделиться с другими и где они могут опубликовать свои фотографии.

Основные задачи, которые важны для общения в дистанционном обучении:

- познакомиться
- создать микросообщество, в котором участники могут поделиться чувствами и построить взаимоотношения
- создать «безопасное окружение»
- приспособиться к календарю мероприятий

В онлайн-среде, есть инструменты для поддержки социализации: почта, форумы, личные страницы

3.2.1 Обмен информацией

Каждый онлайн-курс содержит материалы и ссылки на полезную информацию, необходимую для выполнения заданий. Студенты часто в собственном режиме просматривают материалы, необходимые для выполнения задач на курсе. Поскольку онлайн-курсы, основаны на совместной работе, студенты часто обмениваются полезной информацией, которую они нашли в материалах курса, либо путем поиска в интернете. Обмен информацией происходит чаще всего на форуме или по электронной почте. Преподаватель направляет студентов к соответствующим источникам, а также помогает им самостоятельно искать информацию, подготовить её к компьютеру, обработать и выполнить поставленную задачу.

3.2.2 Роль наставника при структурировании знания

Знание предполагает размышление, основанное на фактах. Структурирование знаний начинается поощрением со стороны наставника в виде дилеммы, проблемы, вызова или информации. Ученик реагирует изложением своей точки зрения основанной на личном опыте.

Задания для наставника:

- он ведёт дискуссию
- открывает новую главу дискуссии
- обобщает и объявляет возможные решения
- ведёт дискуссию по решениям

Задания для учеников

- взаимодействие
- взаимное обогащение знаний путём обсуждения

Конечной целью является ответственность учеников за обучение

4. ЗАКЛЮЧЕНИЕ

В будущем школы должны принять новые технологии, которые позволяют упростить обучение, улучшают связь между учениками, учениками и преподавателями, преподавателями, учениками и школой. Конечно, это невозможно сделать без интернета, компьютера и удалённого обучения. Обучение через мультимедийный контент (текст, изображение, звук), приводит к интересу и стремлению к принятию новых знаний. Необходимо связать школы с помощью современных систем связи и технологий, поскольку это наиболее практичный и быстрый способ поиска и получения информации.

Было бы неправильно вводить новые технологии только из-за того что это «модно». Таким способом можно потерять связь с воспитанием и образованием. Без подготовки кадров которые могут адекватно реагировать на новые вызовы, нельзя осуществить главную цель, а этой целью является повышение качества образования с помощью компьютеров и информационных технологий.

Удалённое обучение не сможет заменить традиционное преподавание, но оно будет сильной поддержкой жизненного образования.

Обучение в виртуальном классе, с присоединением к остальным образовательным программам, откроет ученикам путь к новым знаниям, современным и эффективным способом.

Таким образом, удалённое обучение будет развивать дух исследования и желание учиться для удовольствия, а не только для получения степени или удовлетворения желаний родителей и учителей.

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ЛОГИСТИКА - ЭФФЕКТИВНЫЙ ИНСТРУМЕНТ МЕНЕДЖМЕНТА

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Анотация: в статье приведены проблемы, связанные с развитием логистики в России и обозначены, по мнению автора, основные меры по их преодолению. Представлена роль Высшей школы в воспитании квалифицированных специалистов в сфере логистики, а также в процессе формирования и развития основных логистических концепций.

Ключевые слова: логистика, логистическая система, логистический менеджмент, сужба логистики, логистические подходы и методы, материальные потоки.

Востребование логистических методов управления в России совпало с ее переходом к рыночным отношениям. И это естественно, т.к. в условиях централизованной плановой экономики, когда участники в сферах производства и обращения, объединенные единым материальным потоком, тем не менее, были разобщены ведомственными интересами и рассматривались изолировано, логистический подход и не мог быть востребован.

Однако подобное положение вещей вовсе не означает, что российским ученым и хозяйственникам до вышеуказанного момента о логистике и ее методах ничего известно не было. Сам термин «логистика» не употреблялся, но отдельные теоретические положения логистики изучались в экономических вузах в комплексе таких дисциплин, как экономика и организация материально-технического снабжения и сбыта, организация складского и тарного хозяйства, управление запасами, нормирование материальных ресурсов, оперативно-календарное планирование производства, организация и управление грузовыми перевозками, организация оптовой торговли и др.

Кроме того еще в 1975 году советскому ученому математику и экономисту Л.В.Канторовичу была присуждена премия памяти Нобеля «за вклад в теорию оптимального распределения ресурсов».

Вместе с научными, существовали и технические предпосылки для успешного внедрения логистических приемов по управлению материальными потоками в хозяйственную деятельность предприятий. Это, прежде всего действующие объекты складской системы и товаропроводящих систем, крупные автоматизированные транспортные комплексы, грузовые терминалы, контейнерные пункты, предприятия различных видов транспорта и связи, вычислительные и информационно-диспетчерские центры и прочие производственно-технические объекты систем снабжения и сбыта продукции. А также автоматизированные системы оптимального оперативно-производственного планирования, контроля и управления запасами материальных ресурсов типа САПР и КСОТО.

Нельзя в этой связи сбрасывать со счетов и богатый, накопленный к тому времени опыт ведущих зарубежных стран в развитии логистического менеджмента, что позволяло не повторять их ошибок и экономить на времени.

Рассмотренные предпосылки создают определенную основу для органичного внедрения логистических подходов в сферы производства и обращения экономики страны, но всех проблем не

решают. Довольно остро продолжают стоять вопросы, связанные с подготовкой кадров, с дальнейшим развитием и модернизацией производственно-технической базы логистических систем различных уровней иерархии, с необходимостью максимальной адаптации под наши условия средств программно-технического оснащения. Заимствованные извне, зачастую очень дорогие программные продукты, но уже безнадежно устаревшие «у себя дома», да еще и плохо приживающиеся в наших условиях в силу многих причин, в целом коротко, но емко характеризующиеся национальной спецификой.

Что касается проблемы дефицита кадров в сфере логистики, то и сегодня она решается недостаточно эффективно. Такие организации, как Координационный совет по логистике, Международный центр логистики и МИПК РЭА им. Г.В. Плеханова совместно с КИА - центром программы повышения квалификации логистов предлагают программы дополнительного профессионального образования и программы второго высшего образования по логистике. Также существует множество центров по подготовке логистов в негосударственных учебных заведениях, например в Московской школе бизнеса (Moscow Business School) или учебном центре «Логистика».

Среди немногочисленных вузов, предлагающих высшее профильное образование для логистов – Государственный университет управления, ГУ-ВШЭ, Российская экономическая академия им. Г.В. Плеханова, Московский автомобильно-дорожный институт, Санкт-Петербургский государственный университет экономики и финансов, Санкт-Петербургская государственная инженерно-экономическая академия. Согласно приказу Министерства образования, они осуществляют подготовку специалистов по специальности «Логистика». Тем не менее, спрос на данных специалистов значительно превышает предложение от ведущих ВУЗов страны.

Как правило, опытные специалисты стремятся получить логистическое образование в качестве второго высшего, т.к. далеко не все эксперты положительно оценивают специалиста-теоретика. Реальный практический опыт более ценен, чем теоретические знания. Поэтому молодой специалист будет менее востребован на рынке труда, чем опытный профессионал без специального диплома.

Также еще одним из недостатков подготовки кадров в области логистики является низкое качество краткосрочных курсов обучения, которые проводят непрофессиональные компании, дискредитируя в целом процесс образования. Зарубежные стажировки, в виде нескольких экскурсий по ведущим предприятия и компаниям тоже не приносят ощутимых результатов. В настоящее время требуются полномасштабные стажировки в крупных организациях и специализированное логистическое образование, где будущий специалист мог бы приобрести практический и теоретический опыт управления логистическими системами или их отдельными элементами.

Развитие логистики в России, хотя и отстает от ведущих стран мира, но обладает огромным потенциалом и напрямую зависит от воспитания высококвалифицированных логистических кадров. Этого можно достичь через совершенствование системы вузовского образования и внедрение в образовательную сферу полноценных программ повышения квалификации.

Современные рыночные условия предъявляет к специалистам фирмы повышенные требования в отношении способности оперативно реагировать на большое число внешних факторов, владеть и уметь на практике использовать новые знания, успешная реализация которых в дальнейшем сможет обеспечить фирме стабильность и экономическое процветание.

Организация логистических служб на предприятиях несостоятельна без оснащения их комплексными информационными системами, которые либо разрабатываются самостоятельно, создавая специализированные приложения, либо приобретаются в виде уже готовых, стандартных решений.

Информационные технологии позволяют решать самые различные задачи: управлять материальными потоками между предприятием и «внешними» партнерами (производителями товаров, посредническими организациями, торговыми и транспортными компаниями, расположенными в различных регионах страны или в других государствах). В то же время управлять потоками внутри предприятия, т.е. между подразделениями предприятия, объединенными общей инфраструктурой и связанными как товарно-денежными, так и чисто товарными отношениями.

Нередко решением этих задач занимаются несколько подразделений предприятия, при этом работа каждого из них, как правило, не ориентирована на рациональную организацию проходящего через фирму совокупного материального потока. Например, один отдел занимается закупками материалов, другой — осуществляет складской учет, третий — отвечает за сбыт, однако ни одно из подразделений не работает над проблемой оптимизации всего комплекса управления. Это может сделать программное обеспечение, настроенное под нужды данного предприятия.

Таким образом, получается, что важнее выбрать не конкретно существующую (и часто дорогостоящую) информационную программу управления, а «команду» специалистов, которая будет заниматься не только проектированием или внедрением информационных технологий, но и управлением потоками на предприятии.

Такой командой может быть созданная на предприятии логистическая служба. Выделение специальной логистической службы, на предприятии, предполагает, что она должна управлять материальным потоком, начиная от формирования договорных отношений с поставщиком и заканчивая доставкой покупателю готовой продукции.

Служба логистики на предприятии должна выявлять и анализировать потребности в материальных ресурсах, анализировать рынки сбыта, прогнозировать поведения внешних факторов на эти рынки, обрабатывать данные, касающиеся заказов и потребностей клиентуры, участвовать в принятии решений о запуске продукции в производство, формировать график выпуска готовой продукции. Кроме того, логистическая служба должна быть тесно связана с деятельностью финансовой службы, так как, например, определяя оптимальные объемы запасов необходимо исходить из реальных финансовых возможностей предприятия.

Таким образом, специалистам, работающим в данном направлении необходимо иметь целый набор профессиональных и личных качеств: аналитические способности, творческий подход к разработке решений и способность работать самостоятельно (но во благо фирмы), умение координировать свои действия с другими отделами, поскольку в логистике в одиночку ничего не сделать.

Кроме того, у логиста должны быть “пробивные” способности и коммуникабельность, так как его деятельность связана с координированием усилий большого числа людей. Если же он работает в зарубежной или совместной фирме, ему необходимо еще и знание иностранного языка, поскольку часто обсуждение многих вопросов носит конфиденциальный характер.

Естественно, от него требуется и понимание основ перевозок, складирования и таможенного законодательства. В условиях нашего рынка, где все течет и изменяется очень быстро, а законы, постановления и указы — и того быстрее, логист должен обладать еще и умением гибко подстраиваться под новые условия игры. Это далеко не полный перечень умений и знаний, необходимых «команде» людей, которые будут составлять отдел логистики на предприятии.

Таким образом процесс логистической оптимизации деятельности фирмы требует не только определенного уровня развития экономики в стране, дополнительных капитальных затрат, но и своевременную подготовку квалифицированных кадров, владеющих основами логистики и способных применять научные знания в своей профессиональной деятельности. Именно поэтому в России в настоящее время логистика и не получила широкого применения в практической сфере, тогда как за рубежом все ведущие университеты мира готовят профессиональных логистов.

Существует несколько разработанных стандартов профессионального образования по этой специальности.

Наиболее распространенными являются два: первый разработан европейской Ассоциацией логистики и используется ведущими университетами Европы, второй — Советом логистического менеджмента и преобладает в Америке и Азии.

Основные требования к квалификации специалистов у них примерно одинаковы, но перечень изучаемых дисциплин и подходы к восприятию логистики несколько отличаются.

Многие европейские страны делают акцент на снабжение, сбыт и транспортировку, в Америке — на управленческий аспект. Еще одно различие — в Европе логистика считается больше экономической деятельностью, а в Америке — инженерной.

В России логистику как предмет преподают с 1995 года почти в 200 российских ВУЗах. В настоящее время «логистика» официально открыта в России как специальность. Шесть российских вузов получили право готовить таких специалистов. На вооружение приняты богатый зарубежный опыт, особенно в практической деятельности, а также отечественные научные разработки. Научную базу логистики составляет огромный спектр дисциплин: математика, исследования операций, кибернетика, экономика, менеджмент, маркетинг, теория организации, психология и др.

Однако анализ учебно-методической литературы по логистике, широко представленный в последнее время для ВУЗов, за редким исключением, свидетельствует о недостаточно высоком ее уровне. Страдает содержательная сторона дисциплины: целые разделы вышеназванных предметов без какой-либо переработки и взаимоувязки переносятся в логистику. Практический материал нередко представлен с множеством ошибок, опусков и неточностей. Все это, конечно, дискредитирует не только самих авторов, но и новое научное направление.

Ряд отечественных ученых (петербургская школа логистики) определяют логистику как универсальную методологическую концепцию, целевая функция которой - общесистемная оптимизация сквозных потоковых процессов экономики, основные постулаты которой могут быть определены следующими положениями:

- объектами исследований, изысканий и преобразований в логистике являются потоковые (материальные, финансовые и соответствующие им информационные или их сочетания) процессы в экономических сферах воспроизводства и обращения;

- целевая функция исследований, изысканий и разработок предполагает оптимизацию соответствующих потоков путем поиска и максимальной мобилизации имеющихся резервов для повышения эффективности их реализации;
- оптимизация потоковых процессов ведется с позиции единого целого, как системы или интегрированной системной совокупности;
- базовым инструментом логистической оптимизации потоковых процессов служит теоретический аппарат ряда фундаментальных и прикладных наук.

Анализу и синтезу подвергаются в комплексе все образующие логистическую систему взаимосвязанные потоковые процессы (материальные, информационные, транспортные, складские, финансовые и др.), причем в их единстве и взаимозависимости.

Важнейшее условие оптимизации - это соблюдение организационного, технологического, экономического и информационного единства потоковых процессов. Отсюда следует, что анализом и синтезом рассматриваемых процессов, их последующей оптимизацией должны заниматься специалисты, обладающие разносторонними знаниями и широким кругозором, в отличие от специалистов узкого профиля, способных оптимизировать лишь отдельные звенья потоковых процессов.

Логистика выделилась из других наук, многое позаимствовав из их теоретического аппарата. Эта особенность весьма характерна для рождения новых теоретических дисциплин. В частности, методология анализа и синтеза изучаемых логистикой систем предполагает использование знаний по многим дисциплинам, в том числе: общая теория систем, теория исследования операций, теория формализации, теория полезности, теория моделирования, теория подобия, теория взаимозависимости, теория игр, прогностика, синергетика, теория массового обслуживания, функционально-стоимостный анализ, стратегический менеджмент, маркетинг.

Только овладение набором знаний по этим дисциплинам помогает формированию полноценного логистического мышления. Этот вывод очень важен при разработке учебных и рабочих программ преподавания логистики.

Исходя из того, что логистика - это, прежде всего, определенное прогрессивное мышление, системная методология, наиболее эффективная в производственно-хозяйственной сфере, а управление материальными потоками всегда являлось существенной стороной хозяйственной деятельности любого предприятия, специалисты экономического профиля должны быть компетентны в области логистики, владеть ее подходами и методами.

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THE USE OF INFORMATIONAL TECHNOLOGY AND INTERNET IN MEDICINE

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***Summary:** The development of new technologies in manufacturing and communications above all, and their implementation in various fields, including medicine, has a relevant impact in the functioning of organizations. Medical management also exists for the results and effects of the organization. Its goal is to organize the existing resources so that the organization will bear results – whether it is in the organization or outside of it, under control or beyond it. This relates to the public and private sectors. One of the most important uses of computers and telecommunicational technologies is in medicine. The use of Internet technology opens a completely new field – telemedicine, a multimedia, interactive communication between medical staff and patients and/or other medical institutions.*

The goal of this work is to show the importance and possibilities of using new informational technologies and Internet in medical organizations.

Key words: medicine, management, informational technologies, Internet.

1. INTRODUCTION

The medical profession is one of the oldest human professions. In a broader sense, it entails health care of all living beings.

Its beginnings date far back into the past of human history. On that long and arduous evolutionary path, it went through various stages, experienced various temptations and crises, and was affected by various influences. Political, revolutionary and conservative events, socio-economic upheavals and cultural and religious influences are tightly connected with the progress, stagnation or regression of medical thought.

Medicine is not a unique science. During the evolution of the branches of medical science, the experiences and discoveries of basic sciences were abundantly used. With the general progress of humankind and the discovery of new continents in the 16th century, medicine also progressed in leaps and bounds in all scientific areas and in all parts of the world. In the 17th century, genial researcher Harvey advanced his theory on the circulatory system and Van Leeuwenhoek discovered the microscope. Doctors joined the myriad physicists, chemists and mathematicians in clearing the road to new knowledge and discovering new horizons. Printed publications in the form of periodical expert magazines, brochures and books allowed a general exchange of ideas, which precipitated the progress of human society. The material and scientific dimensions of these discoveries crystallized in the second half of the 20th century with the evolution interdisciplinary research, where teams of genial individuals broaden knowledge (the use of antibiotics, the development of immunobiology, transplantation, genetics, neuro-endocrinal physiology, cloning, etc.)

The four main tasks of modern medicine are:

- 1) The curing and prevention of diseases
- 2) To enable patients to return to a normal life
- 3) Preventing the appearance of disease
- 4) Improving the health of healthy people (1)

The following definitions were given for a “new public healthcare” in report from the Public Healthcare Summit in Saitama, Japan in 1991:

“Public healthcare is, in fact, healthcare for all. A challenge for public healthcare today is how to harmonize and integrate various traditional components... Health is for all of them a lucid profession. All member-states of WHO are, without exception, contributing their effort and means. The problem is how to continuously improve the effects of this contribution. Public healthcare has a conceptual basis, a knowledge basis, a productional basis and a basis of use. These are the basic components in the development of new public healthcare which should not be connected to any sector or group of services, but should reflect the broader context of socio-economic and political perspectives at a local, national and international level. Public healthcare scenarios for the 21st century can be positive to that degree which a simple approach, including the principle “Health for all,” should be integrated into the mainstream of healthcare policy, namely in the domain of state subsidies for the healthcare sector on all levels.” (2)

Globalization is the third phase of industrialization in world commerce and is evolving, mainly, under the influence of developing technologies. The degree and forms of globalization differ in certain parts of the world. This process is mainly implemented by large corporations from developed countries or newly industrialized countries. The process of automation and industrialization is also present in healthcare, as well as in other professions. The scientific-technologic revolution has brought about a change in the role of man, placing higher demands on him.

Healthcare in the dimension of time and space can be understood as a spiral which moves in cycles, and represents one of man’s most important activities because it promotes two of the greatest values: life and health. This relates to the individual, as well as the whole community.

Thanks to economic and technological development, as well as that of the human conscience, the need for quick information has developed, for the communal use and allocation of resources, which has enabled comparative research and the use of discoveries from natural, technical and other sciences.

2. THE DETERMINATE USES OF INFORMATIONAL TECHNOLOGY AND SYSTEMS IN MEDICINE

Medical information represents a group of data, messages and knowledge which is necessary for the solution of medical or health problems. The usability of medical information is measured by the relation of the relevance and probability that it is true, with the time and effort invested in gaining that information. In the process of decision-making in healthcare, various aspects (the needs of the individual, the interest of the community), priorities and available resources (human, financial, technical) must be taken into consideration in the whole system of healthcare.

The paradigm in the medical profession has experienced certain changes, in which the process of decision-making based on research evidence is accentuated. Medicine which is based on evidence represents a conscientious, reasonable and explicit use of the best evidence in the process of decision-making of the therapy and curing of the patient. It entails the integration of clinical expertise with the best available evidence provided by a systematic review of the research. **The skill is making independent evaluations based on the evidence, i.e. the confirmed results of the research, and not in giving relevance to medical authorities.** Parallel with the evolution of medicine based on evidence, there also evolved good guides to clinical practice which are one form of help to doctors in diagnostics. The first guide was published in the 18th century, and today thousands are being published. In that context, doctors should be capable to efficiently follow literature and the use of rules in extracting evidence based on the critical evaluation of literature.

Technical-technological bases must exist for the use healthcare based on evidence.

With the induction of an informational-communicational structure into healthcare facilities in Serbia, it became possible to use healthcare based on “practical, scientifically confirmed and acceptable methods and technologies which are universally available to individuals and the community, with their full participation and at a price which the community and state can cope with so as to support, at every level of its development, the spirit of autonomy.” (3) The creation of electronic medical records, the implementation of good medical practice guides into computer systems, and of referential laboratory values etc. should include primary healthcare in the national healthcare system, because it constitutes the first level of contact between individuals, families and the community with it. This constitutes the first element of the continued process of healthcare.

Management is an important tool in the development of healthcare based on evidence. The quick progress that has been achieved in science and technology and their practical use has deep healthcare and economic implications. All new technical achievements demand a complete evaluation from the aspect of safety, price,

effectiveness and acceptability. This also applies to equipment and chemical substances that are specifically produced for use in the health sector. Evaluations should be based on physical, economic and clinical criteria that they fulfil. A computerized informational system should contain programs for the analysis of collected information which has special uses (ex. the consumption of certain medicines or medical material), which would help the management in decision-making or allow an insight into the progress achieved in realizing the main goals of the organization. The management should engage itself in providing help to the medical staff for computer "literacy", as well as enabling the availability of informational technologies. It is also necessary to provide continuous medical education, professional perfection, teamwork, which contributes to creating an efficient and flexible ambient that adapts to changes.

The greatest obstacle to innovation is that public service institutions exist mainly to "do well". This means that they tend to see their mission as a moral absolute instead of as an economical goal susceptible to the calculations of profitability. Economy always tends towards a different division of the same resources to achieve a greater gain. If somebody "does good", then there is no "better". Indeed, if the search for "good" does not succeed, that only means that efforts should be doubled. (4)

During the last few months, **capitation** has been the focus of interest for doctors and medical staff in institutions of primary healthcare in the Republic of Serbia. The project "Support for the use of capitation in primary healthcare in Serbia" has since September 2007 provided through various activities technical support and expert help for 28 pilot projects of healthcare centres in Serbia, with the goal of increasing the efficiency and quality of primary healthcare. The national partners of the aforementioned project are the Serbian Ministry of Health, the Republic Institute for Health Insurance of Serbia and the Institute for Public Health of Serbia "Dr. Milan Jovanovic-Batut". Capitation represents a mechanism of payment in which an individual doctor or medical institution receives a fixed amount of means for a fixed time period (monthly, quarterly, yearly) for each individual that is registered with the doctor or medical institution, so as to secure all necessary medical services (at the primary, secondary or tertiary level). The experience of other countries has shown that the expenses of primary healthcare were lowered using capitation as a dominant means of payment. In those cases, capitation represents an instrument of lowering the costs by securing a stimulus to healthcare providers to do their jobs more efficiently. (5)

On 26th of November 2009, the Committee for Primary Healthcare in Private Practice LKS concluded that the private sector was:

- marginalized
- not incorporated into the health insurance system
- not integrated into the healthcare system.

Secondary healthcare is provided on the second level of contact in the healthcare system, especially to patients who have been directed from the primary level. Specialists ordinarily provide it in hospital conditions.

Tertiary healthcare is specialized medical care provided by sub-specialist service and demands a high level of technology. It can demand the use of means on a regional or national level.

New technologies for the processing of information have found a broader use in the detection, registering, processing and charting of biological signals (EKG, EEG, EMG). The use of computer systems in certain areas of medicine is particularly important in diagnostics, special types of therapy and surgery, telemedicine and administration. Modern diagnostic methods like: computerized tomography, magnetic resonance, endoscopy, digitalized X-rays and ultrasound are non-invasive and have no special hardware or software.

Computerized tomography – scanners, work on the X-ray principle, except that they emit rays fractionally. The "head" of the scanner is led by hardware and revolves around the patient's body picturing thin "slices". Since the rays pass through tissues of varying density, they are more or less absorbed, while the sensors read this information. According to the data, the computerized system forms a series of horizontal pictures of a specific body part and shows on the screen. The interpretation of this data depends on the knowledge and experience of the doctor.

DICOM picture – Computerized medicine has exchanged folios and films for hard disk records and pictures on the monitor. These pictures are of great importance for medicine. It must be as good as possible and with a high resolution, to ascertain the correct diagnosis. Special software is necessary to look at Dicom pictures of organs and body parts. The monitor must have a high resolution, a large visible area and be able to distinguish between various shades of gray and greater contrast.

Virtual endoscopy is based on the use of computerized methods of visualizing diagnostic finds and is used to examine the internal structure of the internal organs. This method has advantages over fiber endoscopy because it is non-invasive (lesser risk of infection), reliable, and easily accepted by patients. The visualization of organs is 3D and realistic.

The evolution of microprocessor technologies has made small portable computers with high capacity and their use in the clinical room possible, but also their incorporation into medical equipment, instruments and prosthesis.

New technology is definitely important and has contributed to the development of new educational methods.

Expert systems represent program packages that simulate the work of experts, created by the use of certain techniques of AI. It enables the diagnosis of problems, suggests alternatives and solutions, explains and rationalizes its diagnoses and suggestions, but also learns from past experience, adding new elements to its database of knowledge. All these systems have the same construction, configuration and organization. They consist of a database, logical mechanism, a subsystem that explains its behavior and conclusions, a subsystem that updates knowledge and a user interface. The evolution of artificial intelligence will allow us to tap into the depths of the human conscience. The division of the world into the physical, mental and world of ideas would not only lead us to new knowledge with the help of science and technology, but also would reformulate thought and conscience. There are predictions that the distinctions between the real and virtual world will fade.

VMA is the only medical institution that leads in the use of new technologies. The Institute for Radiology has taken measures to create a radiological information system. They expect to cut down the use of X-ray film, advance technology and the working speed, better management of resources and coordination of employees, higher level of professionalism among new personnel, as well as integration into the telemedicine system.

3. THE USE OF INTERNET IN MEDICINE

Communication between living beings is just a higher level general communication. It is not coincidental that on the ladder of evolution, communication is not only present among humans, but also among plants (photo- and heliotropism, thermotropism and similar phenomena) and animals. Human speech is just a higher phase in the transition from diffuse toward articulated conscience. Even a parrot can be taught to say a few words or simple phrases, but what it lacks is **context**. In other words, it has a lack of meaning, because a parrot repeats phrases which sound similar, despite the change of circumstances which those phrases relate to.

The basic unit for measuring the amount of information is **bit**; it stands for "binary digit". Because of the enormous possibilities in the process of knowledge, the bit as a basic unit has proven insufficient in measuring large amounts of information processed by modern computers, especially those that pretend toward "living intelligence". To measure such amounts, a **byte** consisting of 8 bits is used, analogically leading to: kilobyte (1,000 bytes), megabyte (1,000,000 bytes), gigabyte (1,000,000,000 bytes).

The second relevant category in the theory of information and communication which included statistics is **code**. According to the Dictionary of Literary Terms, a code is a group of all invariant units available to a communicational system and the rules which govern their combination. In the process of communication they combine with each other, and each series created that way in time and space is called a **message**. The induction of information into a message is called encoding, its extraction decoding. (6) In the process of communication, information varies, so we distinguish between: 1) the source information, 2) the code information and 3) the message information. This means that the source is more entropic than the code, the code more entropic than the message, i.e. a message has more information than the code, the code more than the source.

The Internet is an infinite source of information which can be found on a large number of Web pages, which together represent the largest encyclopedia in the world. It is an invisible infrastructure of electronic links connected through the telephone line, i.e. an association of individuals, institutions and corporations connected through the computer. The Internet connects millions of people around the world who communicate with each other through the computer and telephone lines. All information (text, pictures, films, speech messages) found are written on the hard disk.

The proliferation of Internet use in medicine is spectacular. It is possible for anyone who connects to have access to a great number of databases with bibliographic, epidemiologic, picture and other medical information. Its use in medical education is also important. The Internet has made possible the development of new methods of cooperation between doctors, consultations and agreements, as well as electronic communication between doctors and patients. In that sense, the use of such information in accordance with medical ethics is essential, as well as important security problems connected with the broader community. Healthcare information has become available to the wider public. Healthcare information on the Internet has been beneficial for patients. This represents a challenge for those who use and who create this information.

Internet technology in medicine opens a new field – telemedicine, which represents an interactive, multimedia communication between medical staff and patients and/or other medical institutions. Telemedicine has found use in many medical fields; we have interactive physiology, telecardiology,

telesurgery, telepathology, teleophthalmology, telepsychiatry, teleorthopedics, teledermatology, teletraumatology, telegastroenterology. Many clinical, diagnostic and therapeutic problems can be solved through the Internet and computer systems: the reading of X-ray and CT finds, overview of microbiological and pathohistological preparations, the interpretation of serological tests, laboratory finds et aliter. You can do an autopsy in the Institute of Pathology through the Internet, and have the possibility to perfect operation on cadavers and check your knowledge before you enter the operation room. By fixing cameras to operational microscopes and directing them towards the operation field, you can transmit pictures from afar, and you can get help and control of experienced colleagues from home and abroad. The main goal is to eliminate the pointless travelling of patients and specialists from one institute to another, and to keep a high level of medical services. By using wireless communicational technologies (Bluetooth and GPRS in the GSM network) you can remote supervision over the vital functions of the patient, ex. heart rate, blood pressure and temperature. This kind of 24-hour access to the patient is more convenient, but also cheaper than staying in the hospital. Because of this, healthcare organization is being seriously re-examined, as well as the economic benefits of investing in electronic, computer, informational and communicational technology and electro-medical equipment.

The influence of the appearance of computers on the process of decision-making is an interesting thought, concerning the medical profession, but also medical management. "The strength of computers is that it is a logical machine. It does what it is programmed to do. This makes it a complete idiot because logical is basically stupid. It means doing what is simple and obvious. Human beings, on the contrary, are not logical, but perceptive. That means they are slow and sloppy. But they are also intelligent and sharp-minded. Humans have the capability to adapt, which means they can conclude from sparse or no facts at all, what the complete projection would look like. Man memorizes many things not programmed into him... The greatest influence of computers is contained within its limitedness, which will coerce us to make decisions and which will coerce middle management to make the operatives into responsible decision-makers... So long as we can master events on the operative level by adapting instead of thinking, by "feeling" instead of knowledge and analysis, operative executives in the government, military or commerce will be unprepared, inexperienced and untested, when they came face to face with their first strategic decisions."(7)

4. CONCLUSION

Public services are essential for the functioning of modern society, and moral reasons demand their universal availability to all citizens, putting under the definition of human rights prescribed by: The Universal Declaration of Human Rights (UN), International Pact on Citizens and Political Rights and other international conventions. In the Serbian legal system this right is protected by the Law of Responsibility for Violating Human Rights (Article 7). At the EU Council Summit in Thessalonica in June 2003, it was emphasized that the Western Balkan states have the duty to reform and strengthen the administration so as to be capable of meeting the demands of their citizens in accordance with EU standards and criteria.

Modern computer, informational and communicational technology has found a special role in medicine. It is up to the health sector and healthcare on the state level to enable their satisfactory implementation in our country's healthcare system, and it is up to the medical workers to give the best effects of their use, all in the interest of supplying real medical information and therapy to each person.

Medicine is for the human soul a scientific branch, for society a sociological function, for the individual a necessity. Reservation and doubt help as constant advisors to doctors serve to keep medicine from being subject to fashion, uncontrolled enthusiasm, deviations and the creation of numerous misconceptions. On the other hand, patience, a critical stance, and analysis remove all doubt about the complexity of life and living matter in general. The limits of science are constantly moving toward the cosmos and microcosm, and the mapping of the human genome has opened new questions about the genesis and development of diseases, as well as means to cure them. There are always new challenges!

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СТРАТЕГИЧЕСКИЕ АСПЕКТЫ ТРУДОВОЙ ДЕЯЛЬНОСТИ РАБОТНИКОВ СОВРЕМЕННЫХ ПРЕДПРИЯТИЙ

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Резюме: Рассмотрено понятие личностных стимулов и ценностей персонала предприятий, определено влияние личных ценностей на трудовое поведение работников.

Summary: The concept of personality stimuli and values of personnel of enterprises is considered, certainly influence of the personal values on the labour conduct of workers.

Ключевые слова: стратегическое управление, ценности, мотивы, теория усиления

Значительную роль в стратегическом управлении предприятием, в частности – в процессе формирования системы стимулирования труда, играет организационная культура, которая сложилась на предприятии. Влияние организационной культуры на управление трудовой деятельностью рабочих в долгосрочном периоде определено в работах Кевина М. Томсона, Ричарда Франклина, а также Г.Л. Хаета, А.Е. Воронковой, Е.Н. Коренева, В.И. Кулийчука, Г.О. Коваленко. В частности, Г.Л. Хаेत отмечает, что культура и управление предприятием настолько тесно связаны, что они должны изменяться только вместе. К управлению предприятием здесь прежде всего относятся система мотивации и кадровая политика. В рамках организационной культуры предприятия каждый сотрудник осознает свою роль в системе предприятия, понимает, что от него ожидают, и как он может ответить на эти ожидания. Высокоорганизованная культура, которая поддерживает стратегию предприятия, гармонично превращает работу в способ жизни, воспитывая, мотивируя сотрудников и обеспечивая благосклонность персонала идеалам предприятия [4, с. 6-7].

А.Е. Воронкова, М.М. Бабьяк, Е.Н. Коренев доказывают, что понятие организационной культуры не может быть в полной мере применено при оценке культурной среды предприятия. Поэтому целесообразнее использовать специфическое понятие "культура предприятия", под которым понимается система духовных и материальных ценностей, которые отображают особенности социально-экономических отношений внутри предприятия и с внешней средой [1, с. 194].

Из всех приведенных исследований следует, что при использовании системы стимулирования труда необходимо тщательным образом изучать понятие "ценность". Г.Л. Хаेत определяет, что "трудовые ценности – это то, что человек особенно ценит в трудовой деятельности. То есть трудовая ценность выступает одним из источников мотивации трудового поведения. А ценностные ориентации – это важность для рабочего тех или других потребностей, которые определяют направленность трудовой деятельности" [4, с. 242].

Но ценностные ориентации и цели трудовой деятельности руководителей и рабочих могут отличаться. Если цели трудовой деятельности, такие как: выполнения норм, получения прибыли, для каждого работника одинаковы, то личностные ценности, а следовательно мотивы и стимулы трудовой деятельности дифференцируются по возрасту, уровню самооценки, уровню социализации объекта стимулирования. Поэтому целесообразно отделить понятие "личностные ценности" персонала как такое, которое является основой мотивов трудовой деятельности, формирует ценностные ориентации

и отображает социальнопсихологические особенности отдельных рабочих (рис. 1). Взаимовлияние ценностных ориентаций персонала должно рассматриваться в пределах конкретного структурного подразделения и именно в разрезе взаимодействия разных категорий персонала.



Рис. 1. Соотношение "ценности – трудовая деятельность"

В противном случае, когда анализируются ценностные ориентации только отдельной категории персонала, эффект системности и долгосрочности невозможно достичь. В случае рассмотрения взаимовлияния ценностных ориентаций персонала на уровне предприятия в целом, возможно возникновение риска обобщения, когда анализируется не культура, которая действительно функционирует внутри подразделений, а декларируемая культура предприятия. Вместе с тем более углубленная детализация анализа, то есть рассмотрение согласованности ценностных ориентаций персонала на уровне отдельного участка, оказывается лишней, ведь представители субкультур рабочих и руководителей взаимодействуют в пределах всего цеха и в межцеховых, производственных и личных отношениях. То есть развитие или корректировка ценностных ориентаций происходит при столкновении личностных ценностей, на которые влияют личностные стимулы и общепризнанные ценности. Общепризнанные ценности здесь понимаются как ценности, которые установлены обществом, декларируемой культурой предприятия. Они могут совпадать с личностными ценностями работника, но могут и различаться. Поэтому особенно важным является стимулирование развития именно тех личностных ценностей, которые бы отвечали общепризнанным и формировали такие ценностные ориентации, которые создают позитивную направленность трудовой деятельности как для рабочего, так и для предприятия в целом.

В любом случае, люди ориентируются на комплексную оценку методов стимулирования. Оплата труда хотя и играет существенную роль в такой оценке, но это не единственный стимул трудовой деятельности. Руководители должны пытаться обеспечивать права работников на получение морального или материального стимулирования при других равных условиях. Для успешного управления людьми руководитель призван стремиться быть справедливым, создавать атмосферу равенства, но быть и осведомленным, считают ли работники, что стимулирование базируется на равноправной, справедливой основе. Поэтому важно регулярно проводить исследование для выяснения, как оценивается система стимулирования труда именно работниками предприятия. И здесь необходимо отметить, что понятие "стимул" и "вознаграждение" имеют важное различие. Вознаграждение как инструмент внешнего влияния на мотивы трудовой деятельности работников получает качество стимула только в том случае, когда оно негативно или положительно влияет на значимые для работника мотивы. Значимость мотивов, как уже было отмечено, определяется личностными ценностями работников. Поэтому взаимосвязь потребностей, мотивов и результатов трудовой деятельности персонала, приведенный Е.О. Уткиным в [3, с. 52], может быть скорректирован следующим образом (рис. 2).

Мотивы, сформированные из личностных, общепризнанных ценностей, потребностей работника и скорректированные стратегическими целями деятельности предприятия с помощью личностных стимулов, вызывают ту или иную модель поведения. Трудовое поведение, собственно, создает трудовую деятельность работника. Обратная связь обеспечивается оценкой удовлетворения потребностей работника, которое зависит, в первую очередь, от совпадения личностных и общепризнанных ценностей.



Рис 2. Взаимосвязь потребностей и целей трудовой деятельности работников

В связи с этим теория усиления мотивации Б. Скиннера, согласно которой поведение людей обусловлено результатом их действий в подобной ситуации в прошлом, получает следующее развитие (рис. 3).

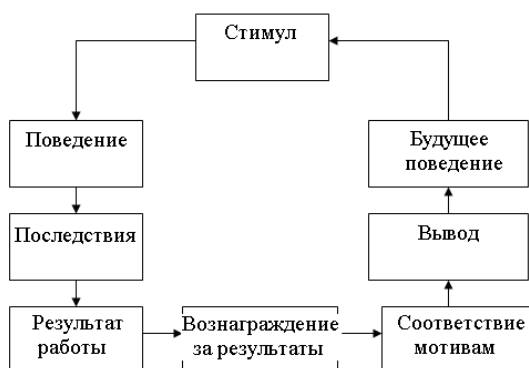


Рис. 3. Расширенная теория усиления мотивации

Поведение работников в ответ на конкретные стимулы приводит к определенному результату. Если вознаграждение результатов соответствует ожиданиям, работник склонен к повторению своего поведения в подобной ситуации в будущем. При негативном вознаграждении также стимулируется определенное поведение. Тогда стимул применяется для предотвращения трудового поведения, которое приводит к получению нежелательных вознаграждений. В отличие от классической теории усиления мотивации, в представленной схеме подчеркивается, что действие стимула начинается еще до формирования поведения и направлено на его корректировку. А действие вознаграждения оценивается с точки зрения соответствия мотивам человека.

ВЫВОДЫ

Систему стимулирования труда персонала как совокупность методов и инструментов, с помощью которых руководство предприятия влияет на общие мотивы трудовой деятельности работников с целью достижения стратегического уровня предприятия, необходимо рассматривать с учетом взаимовлияния личностных ценностей руководителей и работников отдельного структурного подразделения предприятия. Задача руководства предприятия при формировании и использовании современной системы стимулирования труда лежит в нахождении адекватного современным условиям соотношения между экономическими и моральными, групповыми и индивидуальными стимулами трудовой деятельности. При этом управленческие решения относительно использования или изменения системы стимулирования труда персонала должны приниматься руководителями, которые имеют качества лидера, владеют компетенцией в сфере управления персоналом и способны адекватно учитывать особенности формирования системы стимулирования труда персонала на современном предприятии.

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EFFECT OF WORKING TIME ON THE HEALTH OF EMPLOYEES

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Summary: *The preservation of life and health is a universal right guaranteed by the United Nations documents. For the health of employees in corporate and other organizations, the top management is responsible. It should take all measures to protect the lives and health of employees, but also to increase the capacity of employees performing tasks and duties in a smarter way, not using the intensive way. However, company practice indicates that in conditions of high competitiveness and overall efforts to reduce costs, i.e., the selling price of products and services, management, first reduce the items related to the preservation of life and health of employees, such as: the elimination of hot meals, reducing PPE costs, insufficient improving of technical and technological processes, etc. On the other hand, management does not take into account the length and arrangement of working hours of employees, which undermines the health of employees, reducing their potential and creating disabled people and products that unnecessarily burden the company's performance.*

The aim of this study is to point out the negative impacts that working time has on the employees.

Key words: *Working conditions, health condition of employees working time*

1. INTRODUCTION

The time is a very important factor in every organization or society. Through time and space, trends are assessed as well as basic conditions for the survival of substance and every living being. Through time and space trends can be assessed but spatial phenomenon too. Time, as a meteorological phenomenon, involves the change of seasons, cold, heat, fog, rain, snow, etc. and as such demonstrates a significant impact on the psychophysical capabilities of employees, i.e. to business performance. Time as a spatial dimension includes its length, schedule, etc. It is shown that the individual i.e. group and corporate performance is directly related to the length of time, i.e. the time of day or night when a man performs certain activities, and this time is called working time. If the organization has well-set working hours, adequate conditions for successful utilizing of working hours, the company will realize a greater effects and it will be competitive in the market, and vice versa.

Appropriate usage of working time is an often-used topic and it comes down to desire to be perform as much work as it can be done in the shortest time period. In the classical sense relating to increasing of productivity, the segment to which classical theorists of organization and management paid the greatest attention. In this context, the clock was the main instrument of "pressing" workers, while the operations or jobs were measured, when certain standards and norms were required to meet.

However, in modern conditions you can see that the most of the successful global companies changed its relationship to classical instruments in order to increase efficiency. Namely, the effects of norms and outputs were eliminated, especially when it comes to specific norms and standards.

The starting point was the fact that company isn't an athletic track on which you will "chase the better results" virtually, but it's a healthy socio-economic system in which is necessary to produce a quality product or service, with mutual satisfaction of both, the employees and other stakeholders such as customers, consumers, suppliers, etc.

Practice shows that not enough attention was devoted to working time and its impact on the health of employees and that was far more important to determine a tool and the way to determine whether and how to achieve greater performance, no matter what kind of implications that could cause to psychophysical capabilities of men. In one word, with introduction of new technologies, man has become more marginalized, which is incomprehensible, knowing that man is the only being who is able to provide ideas, as the most valuable resource in the company [1].

In the modern, socialized organizations, management in collaboration with the medical professionals, primarily with from occupational medicine, the system must create environments in which the work will be refreshing and will provide pleasure to people.

2. THE INFLUENCE OF LENGTH AND SCHEDULE OF WORKING HOURS TO EMPLOYEES

Working time has changed through human history. It was usually shortened in each new time dimension, partly because increased knowledge of a better way of performing certain activities, partly due to the introduction of modern techniques and technologies in carrying out certain tasks and work assignments.

Therefore, the man came into a situation that today the working time is officially the shortest working time ever, and unofficially man is working harder than ever. Never, in the history of human civilization, officially working hours was shorter, than it is today (five-hours of work) with a desire to introduce a working week of four days. However, the man never worked more outside of working hours, than today, which also deserves special attention. This is especially true for managers, who usually work over and above the prescribed working hours [2]. Reduction of working time leads to many positive developments. However, it can lead to major problems, especially in conditions in which free time turns into boredom, which may be a bigger problem, than working more than full-time job. According to research, in modern terms the U.S. could, introduce working week of 24 hrs, without fear that the reduction of working hours could deteriorated well-being of the country, that is, to reduce standard of living. The main reason, according to analysts, is that the analysis would increase the problem of boredom, which led to psychological problems and then it would not be enough room in U.S. hospitals to treat all those psychiatric cases.

From the above-mentioned we conclude that the work is tiring but refreshing too. If people want to work, they find satisfaction in work. "When a man does what he loves, he will never work, but will be entertained." Another problem is the schedule of the working hours. While the largest number of employees working on a standard schedule, or eight-hour working time during the day and during the week, more and more being introduced so-called unstandardized working hours which includes other shifts, work at night, and at weekends.

Of particular interest in industrial psychology are three types of schedules: night shift, long shifts, and flexible working hours. These three phenomena specifically related to the service sector, which is, among the other things, specific because it is followed by the work longer than full-time, non-stop work, and night work. We are talking about hospitals, police forces, transport, hotels, and so on. In each of them, there are similar, but separate problems which we need to point out.

Night shifts. Many organizations, such as hospitals, police stations, military barracks, retail stores, etc. work twenty-four hours a day, which requires two or three shifts of workers to cover the entire day. Great American retail system Wal-Mart works twenty-four hours a day, three hundred and sixty five days a year, and the gates of its department stores are never closed [3]. That complicates or increases the efforts of employees, and management, because always functioning, means permanent employee mobility, accuracy of funds for operation and management.

A typical schedule of shifts in business systems is following:

- From 08 to 16 hours
- From 16 to 24 hours
- From 00 to 08 hours

However, in modern terms, the beginning and end of the working day is different, as the work during the week. Western countries practice to start work at 9 AM; take break for lunch at noon, and finish their workday at 3PM. For most of the world Saturday and Sunday are weekend days while in the Islamic world, non-working day is Friday. At the time of non-working days, the functioning of family is changing,

consumption, and so on. In developed countries, Saturday is the day for going out and socializing with friends, while Sunday is for preparing for the hard work during the week.

Notwithstanding the foregoing, it can be concluded that in most cases, the shifts are called: day, evening, and night (graveyard) shift. Working on the shifts is different. Some organizations practice that same people always doing the same shift. The others use shorter shifts. Some work one week in the first shift, second week in the second, and third in the third shift. It is possible to perform shifts on a monthly basis, after which they go to the second or third shift.

The largest number of workers wants to work when everyone is working, and that is the first shift. The first change is the most acceptable. The most difficult is the third shift, or work at night. Obvious health problems when working at night is a sleep disorder, which leads to disorders of the stomach, psychological tension and so on. In addition, we should bear in mind the habits of individuals, as it turns out that the large number of young people gets used to work at night. They sleep during the day and they work during the night, and that does not substantially affect their health. According to this, we can say that work on shifts is a matter of habits and its adjustment, not jeopardizing characteristics of individuals.

However, working at night can lead to a sociological problem. Working at night and working in shifts can isolate the individual from family and friends, but those who work in night shifts are themselves more exposed to physical effort. Operating management must have in mind above-mentioned, in order to accommodate schedule of shifts to psychophysical characteristics of individuals, but also to change employees working in different shifts from time to time.

Long shifts. The most common full-time is eight hours. Many organizations of seasonal types have introduced long shifts. Tourism, hotels, trucker, and bus drivers need to work longer than eight hours. Transportation companies, due to destination and traffic, imposed the need to work more than eight hours. In the new schedule of working hours, some companies have introduced a four-day working week of 10 hours, while organizations' working for 24 hours often have two shifts of 12 hours.

Long shifts cause fatigue, and decrease the concentration or productivity. It turns out that the productivity of work in the twelfth hour of work reduces significantly in relation to the first hours of work. Analyses show that most accidents, injuries, and other events occur at the end of working hours, when people concentration falls due to fatigue.

The problem is becoming complex, especially if it comes to performing of physical activities. Working over 48 hours, a week negatively affects the heart, which leads to heart disease so the European Union is due to the above-mentioned limited weekly working hours. However, a number of employees would intentionally to exceed the daily work in order to have more free time in other periods, often due to increased payments, small-scale operations, to reduce transportation costs and so on. In some countries, an individual can meet the annual fund of working time before the end of the calendar year, after which they are resting, devoting to other business, education, etc. It turned out that such working time is not harmful, because people want it, especially when it comes to administrative and easier jobs, or jobs that do not require great physical and psychological efforts.

Flexible working hours. Fixed working time is still the most common standard. However, the increasing number of organizations primarily in the transportation sector introducing flexible working hours, so-called flextime, which allows employees to determine, at least partially, when they will work. In 1997, over 27% of American workers had flexible working hours, which is twice more than a decade earlier. Retail giant Marks and Spencer in the UK has introduced flexible working hours as part of company policy. Flexible working hours may be part of the policy adjustment, which allows parents more flexibility in spending time with their children, which increase the socialization of the organization.

The advantage of flexible working hours is the fact it allows employees to dedicate themselves to their personal problems outside of work, rather than doing it during the working hours. For example, sick person in the morning can visit a doctor, and then that same person appears on the job. This measure has reduced leaving from work, delays, etc. and had a positive impact on better relationships within the company.

Stress. Everyone, from time to time experienced some form of stress. The exam is stressful situations for the highest number of students, especially for those who want high scores. A large number of jobs in organizations are associated with stress. Being scolded by immediate superior, information about dismissal, leads to stress almost as a rule. According to research in British companies, 15% of men and 10% of women responded they experienced stress the previous day, which means that during the working week, almost all workers experience some form of stress. It says that the stress has become an integral part of the job, as such it cannot be eliminated, but that employees can be trained, how to live with stress, and how to reduce the causes of stress [4].

Managers need to be familiar with the stress reactions, and they could be sorted it out through:

- Psychological reactions,
- Physical reactions

- Reaction in behavior

Psychological reaction is followed by anger, anxiety, frustration, dissatisfaction with work performed by an individual, and so on.

Headaches, stomach problems, and diseases such as cancer accompany the physical reaction.

Reactions in the behavior are the responses to stressful situations and include taking tranquilizer drugs, smoking, etc.

Stress situations leads to tensions. This process is not automatic. An evaluation is the level up to which a person interpret the situation or event as one that is threat for that person. Practice shows that not every individual will experience the same situation in the same way. An individual who is assigned additional work may be seen as an opportunity to make a positive impact on the superior, while others may see as unfair compromising of its own spare time.

The causes that led to stresses are very important for management and employees. The most common causes of stress are:

- Imprecision and conflict of duties,
- Heavy load,
- Excessive control
- Accidents
- Fatigue,
- Uncertain future

Imprecision and conflict of duties. This cause is a common companion of the stress. Employees know what their duties are and what their responsibilities are. In particular, if the responsibility is greater than authorization, that situation is dangerous for the development of stress. For example, when someone is appointed as the chief of department stores, and they have given him no guidelines or instructions, it can lead to major complications in the psychological sense. Because of that, individuals often leave the job and organization.

Heavy load. The load refers to the demands of work putted in front of the employee. The load can be quantitatively and qualitatively. The first load is the amount of work that employee has. In that scope, a person has too much work. Gap between the opportunities and what is necessary to do to increase the tension, leads to stress. Qualitative workload means that staff is not able to perform tasks because they are too heavy for the individual. It is possible that people experience only one type of stress at work. One can have a lot of work that is not necessarily difficult, or hard work that is not necessarily voluminous. The load on the job has to do with all three types of tension (psychological, physical, and behavioral). Studies have shown that the burden of work can have consequences on the physiology, because it is associated with blood pressure.

Excessive control. Control is the level up to which employees are able to make decisions about their work, such as when, where, what, and how much. Employees with a high degree of control may have to make their own working schedule, choose their own assignments, and decide how to execute them. Professors at the colleges have a high level of control, because they deciding what, how, and where they will teach. Workers in factory often have little control, because they do not have possibility to choose working hours, what they will do and when. In many factories, machines determine the rhythm of the work. In other words, the job is done at certain rate dictated by assembly lines, which leads to dehumanization of work, or work that is entirely programmed and that creates a machine or robot of the man [5].

Accidents. Accidents are the leading cause of death among Americans, age up to 37 years, although the reduction of accidents in the workplace is one of the greatest achievements of the twentieth century. According to the research and data from 1996, in the U.S. were 4800 deaths and 3.9 million injuries that resulted in disability. The greatest number of accidents was caused from driving a motor vehicle, which in total accidents participated with 42%, while continuing to: violence, violations of the use of tools and equipment, falls, exposure to hazardous substances, fires and explosions, etc.

Of all the activities, most accidents occur in agriculture and mining, while n trade and banking institutions have the smallest number of accidents. Hence, the different responsibilities of management and managers for work in certain industries. Accidents may be the result of individual and organizational factors.

Of individual factors of the employees the most common are excessive use of alcohol and drugs at work, death in the family, personal characteristics such as aggressiveness and neuroticism, smoking, etc.

Of organizational factors that lead to accidents the most important are poor employee selection, poor design of equipment, leaving from work, dedication to the protection of employees, training, etc.

In Germany, the analysis showed that one of the major reasons of accidents occurring is the lack of knowledge about the use of funds for the operation and means of protection at work, and the resistance of workers to use protective equipment. Management must take measures to prevent accidents. Some have

concentrated to equipment, while others focus on people, and their training, analyzing of the causes of accidents, the use of equipment, etc.

Prevention of accidents has become a major preoccupation of most companies, because of the costs incurred by the organization and employees. It is estimated that the accident in the workplace in the United States in 1996, were costing a total of 121 billion dollars. Minimal progress in reducing this damage, could lead to great savings, which can be used to enhance the security of life and health of workers.

Fatigue. Fatigue is a stressful psychological state that employees may experience after a long work in a one workplace. Exhausted people suffering from emotional wear, have little energy and enthusiasm for the job.

In fact, there are three different components of fatigue:

- Emotional wear,
- Alienation,
- Reduced personal accomplishment

Emotional wear is a feeling of emotional fatigue and job saturation. It is present in organizations that are engaged in a long time producing the same product in the same way, in the chain production through continuous moving belts.

Alienation is the development of an ill-tempered and cynical feeling toward others. It is manifested through vanity, egoism, malice, etc. People who exhibit these symptoms are bad people emitting the negative energy. You should bear in mind the following proverb "What goes around comes around".

Reduced personal accomplishment is the feeling that the employee does not achieve anything of value on the job. This is particularly obvious with people who seek superior results, but they have no success. Help of the management becomes more important here, where this person should be "put" in a strong and creative group, where it can contribute to or express itself.

3. RESUME

The preservation of life and health of employees is the primary task of management and business systems managers. However, all employees must be involved in this process, because each partialization of this issue causes great losses for organizations and societies as a whole.

To resolve this issue in a satisfactory manner, it is necessary to educate future managers about the security of work in organizations through business schools and through legal regulations make them accountable for the lives and health of employees. Any neglect of life and health of employees puts a big question on the big profits recorded in the financial statements. Organizations can be financially strong, but if they question the sustainability of the natural environment and human health, they are usually unsuccessful and cannot get a passing grade their performance.

Another way is that in the medical, educational, and other institutions educate professionals in the field of medical engineering management through various programs, which would be professionally trained to monitor employees, especially managers who are suffering from managerial diseases.

Today, and in the future, work will be dangerous for the blue gowns, or workers who use industrial equipment and machinery, but also for the white collars (people with faculty diplomas) who use a computer backpacks and other information technology, as well as the "gold collar" or people with academic titles, specialists, masters and PhDs. Many of the effects of working conditions occur immediately, or after several years, often with serious consequences for life and health, after the end of working life.

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BUSINESS STRATEGY OPTIMIZATION AND IMPLEMENTATION

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***Summary:** Conditions, in which the companies are operating, facing with dynamic changes and actual economic crisis in the business environment, the best optimal choice of strategy and its successful implementation, are the crucial areas of management.*

In this context, it should be taken into consideration the understanding of the management cycle that are linking strategy and realization of certain operational activities, aiming to successful implementation, as well as the means and tools that should apply at any phase of this management cycle.

***Key words:** strategic management, business strategy, organizational structure, change management, managers.*

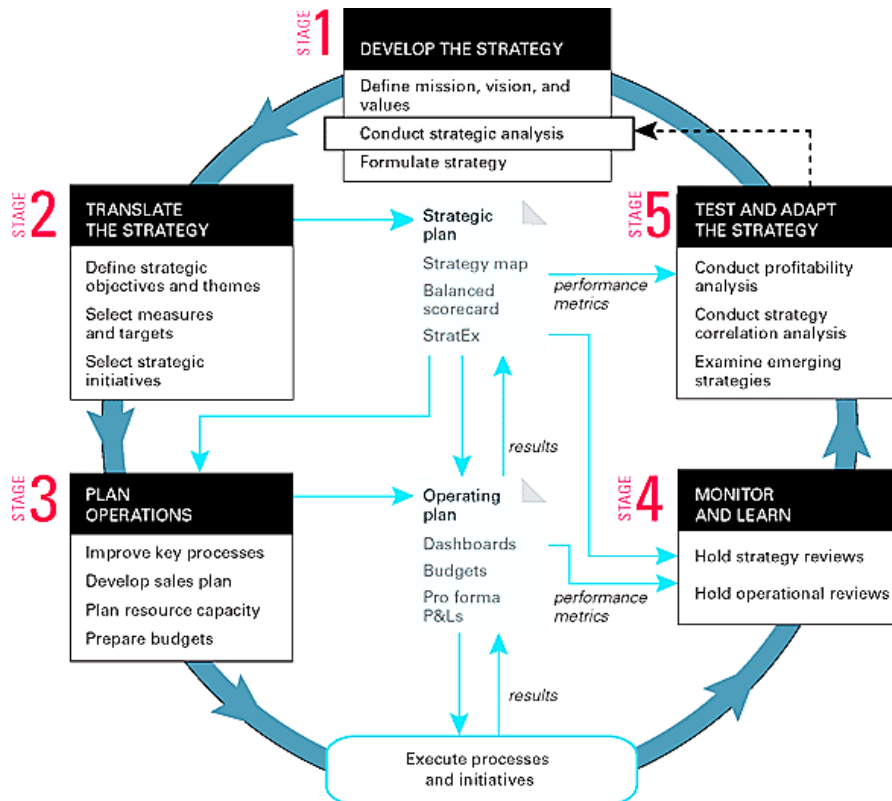
1. MANAGEMENT SYSTEM EFFICIENCY

Management presents special scientific discipline of multidisciplinary character, and is undergoing the problem exploring, business management, as well as the social systems. It studies the management as complex process that contains set of sub-processes, but also a group of people managing them, as well as all individual managing problems and appearances connected with businesses and tasks efficient executing.

Nowadays the companies are confronting with great challenges on the market, so the choice of the most functional and the most efficient management is one of the key elements in the framework of their business existence. It requires sometimes even the structure reorganization, changes in management system, as well as the other following appearances, aiming to the fast and adequate adjustment to the new market requirements. Also "omissions and inadequate decisions" are notified, which complicate the companies' achievement successful business results, and demanding faster execution of adequate corrections – corrective activities in order of overcoming the same ones.

"By creating a closed-loop management system, companies can avoid such shortfalls. (See the exhibit below "How the Closed-Loop Management System Links Strategy and Operations."). The loop comprises five stages, beginning with strategy development, which involves applying tools, processes, and concepts such as mission, vision, and value statements; SWOT analysis; shareholder value management; competitive positioning; and core competencies to formulate a strategy statement."¹

¹ Kaplan, Robert S., and David P. Norton. "Mastering the Management System." Special Issue on HBS Centennial. *Harvard Business Review* 86, no. 1 (January 2008): 62-77.



Source: Kaplan, Robert S., and David P. Norton. "Mastering the Management System." Special Issue on HBS Centennial. *Harvard Business Review* 86, no. 1 (January 2008): 62-77.

According to the displayed "exhibit", i.e. graph, system contains five phases, which are mutually connected, and starts with strategy development (mission definition, visions and values), processing strategic analysis (external² and internal environment³) and strategy formulating. These issues are matter of concern of top managers, which are primarily competent to agree, before strategy formulation, upon all mentioned tasks (directed towards mid-term and long-term development), as well as the activities which should be undertaken in order to achieve desired direction of further movement, competitive positioning and company's successful development.

While strategy formulating, great attention is, besides external environment analysis, given more to the analysis of internal environment and companies' abilities. It is based on all available resources and company's competencies concept, what can provide them achieving of advantage comparing the competitors on the market.

According the suggested concept, next phase is "converting" to strategy, by processing detailed definition of strategic goals and thematic areas, target choice and target locations according to predicted goals, as well as the strategic initiative choice.

Strategic map production is recommended, as very effective way to visualize the strategy, and define needed resources, necessary to be allocated in the future period, as an adequate organizational structure. Also, substantial elements are the modes of realization and how the strategic aims are transforming into operative planning. Production of operative plan contains elements connected to key processes improvement,

² Michael Porter's five forces model (bargaining power of buyers; bargaining power of suppliers; availability of substitutes; threat of new entrants; and industry rivalry), Kaplan, Robert S., and David P. Norton. "Mastering the Management System." Special Issue on HBS Centennial. *Harvard Business Review* 86, no. 1 (January 2008): 62-77.

³ One approach is to use Michael Porter's value chain model, categorizing capabilities used in the processes that create markets; develop, produce, and deliver products and services; and sell to customers, Kaplan, Robert S., and David P. Norton. "Mastering the Management System." Special Issue on HBS Centennial. *Harvard Business Review* 86, no. 1 (January 2008): 62-77.

realization plan, resources capacities, as well as the budget preparation. Implementation and initiative is containing and following part of this process, as well as the monitoring and learning.

Important aspect is also achieved process constant following while realization and testing and strategy adjusting, by analysis of achieved profit, correlation analysis and “emerging” strategies, by which the process is ending. Besides, the evaluation itself, connected to the internal abilities is mainly applicable in the composition, part of implementation preparation, what is especially significant while restructuring decision making, i.e. reorganization, if it is necessary to be executed.

Formulating strategy should be based on harmonization, i.e. balanced relation of company interaction on current chances, threats and challenges from business surrounding on one side, and their available resources and competitiveness, comparing the competition, on other side (result of SWOT analysis processing)

Besides, the defined activities which are to be implemented are necessary to adjust with the strategic goals – providing decisions about choosing most optimal strategy and formulating strategic plans based on that strategy (e.g. management system includes: total volume of sales in expected amount, production volume, transactions and other relevant targets).

The authors consider the presented system in this article as: “A system such as this must be handled carefully. Often the breakdown occurs right at the beginning, with companies formulating grand strategies that they then fail to translate into goals and targets that their middle and lower managers understand and strive to achieve. Even when companies do formalize their strategic objectives, many still struggle because they do not link these objectives to tools that support the operational improvement processes that ultimately must deliver on the strategy's objectives.”⁴

2. MANAGER`S ROLE IN STRATEGY FORMULATION AND IMPLEMENTATION

Managers execute tasks during management process, explained in the previous part, which are responsible for one or many phases and directly connected to the predicted goals. So, the carriers of definition missions and visions are managers, which are strategists in formulating, defining ways and business strategies implementation processes. Also, it should define needed resources, i.e. finances that are necessary for plan`s realization.

Important aspect is coordination of executing tasks and businesses, and in that context, one of the challenges for managers is choice of location and measures to follow whether the company`s development is moving to desired direction – achievement realization`s degree referring to planned in the given time deadline, as well as the problems occurring during implementation.

Designing strategic map provides the detailed analysis, and „once the managers have developed the strategy map, they link it to another tool of our design: a balanced scorecard of performance metrics and targets for each strategic objective.”⁵

Depending on the company size, strategy revision is done by top managers, i.e. all executive board members, also the achieved disclosures analysis is undergoing, and is deciding whether is necessary to execute certain corrective activities and eventually possibility of repeated strategy assessment and its adjustment. This type of activities can include also the decision making, is it needed big transformation, i.e. further implementation`s direction change of planned operative activities referring to the strategic goals.

Possible risk assessment, ensures whether all aspects and elements are analyzed and assessed in the strategy formulating process, to be defined and ways of overcoming the same one, in the case undesired situations show-up, what also represents manager`s responsibility. Managing processes includes risk management implementation on most efficient way.

Managers should pay attention to effective delegation and continuous improvement of own skills. That is the way which will provide efficient decisions processing and successful implementation in the management process. “What we think or what we believe is, in the end, of little consequence. The only thing of consequence is what we do” (John Ruskin)⁶.

Management`s system which is presented - “The closed-loop management system enables executives to manage both strategy and operations, and to balance the tensions between them.”⁷

⁴ Kaplan, Robert S., and David P. Norton. "Mastering the Management System." Special Issue on HBS Centennial. *Harvard Business Review* 86, no. 1 (January 2008): 62-77.

⁵ Kaplan, Robert S., and David P. Norton. "Mastering the Management System." Special Issue on HBS Centennial. *Harvard Business Review* 86, no. 1 (January 2008): 62-77.

⁶ Brian Tracy, Campbell Fraser, “A Powerful System for Achieving Breakthrough Career Success”, Amacom Books 2005, p.23.

⁷ Kaplan, Robert S., and David P. Norton. "Mastering the Management System." Special Issue on HBS Centennial. *Harvard Business Review* 86, no. 1 (January 2008): 62-77.

3. CHANGE OF ORGANIZATIONAL STRUCTURE AND MANAGEMENT

Changes in the business environment demand fast reacting and adjustments, adequate changes management, what could bring to changes of organizational structure, even to the radical changes in the management. Decisions making about company's restructuring, affects all functions and company's activities going through. Active support and participation of all employees facilitates this process and positively affects on determining new ways of movement and directing to the desired company flows. This process includes also the strategic measures implementation according the planned changes, which are regularly followed and eventually executed corrective activities in further period in aiming the achievement of positive business results.

One of the represents models in management's theory is Prosci's methodology of changes in the management. It enables the successful realization of change process in the business, necessary to answer all the new market demands, what means first providing conditions for change, and afterwards efficient managing the change and even then strengthening the established changes. „The linkage between individual change management and organizational change management is the key - and is what sets Prosci's approach apart from other change management methodologies. The essence of effective change management is the core of Prosci's change management methodology“.⁸

Besides the mentioned, it is suggested to analyze the effective changes in management by „check list“, which ranges the following phases:⁹ Preparation phase (initiating need for change, approach defining, creating leading coalition and needed infrastructure, clear program of management plan), implementation phase (action phase, progress and feedback) and development phase (continuity, knowledge and skills development, change of possibilities in the management, reward and recognition, learning process, communication and other). It is necessary to evaluate which of the mentioned elements are more relevant and significant, and which ones do not need great attention, depending the circumstances and needs – which types of organizational and following relevant changes are demanded in management's process.

4. CONCLUSION

Globalization process and trend of development movement on the world market demands choice of most optimal strategy and its implementation which will provide the fastest adjustment to changes in the business surrounding, in order every company to develop continuous improvement approach in area of management with changes. That includes appropriate strategic determination, new business function combination adjusted to business goals in the management system, managements' decisions, which differ – as the organizational changes differ from company to company. The joint issue for every company is that every company led be strategy puts strategy in center of own changes and management's process. Special importance is given to the abilities and skills of the manager to recognize the chances in surrounding, need for change execution and to choose the most optimal strategy for successful realization.

Fight for conquering the market segment, becomes aggressive and very demanding and only companies survive which in their business ambient have embedded high level of flexibility and innovativity – developing approach towards introduction of changes in the business, choice of most optimal strategy and most efficient management of changes mentioned, including the evaluated risks. In the new and pretty changed business circumstances there is no single and universal behavior for all market participants, but from the management is expected on the basis of key factors detailed analysis to define strategy which in given circumstances is evaluated as the best – where in some circumstances is necessary to execute and introduce new organizational concepts in the company.

One of the key factors in strategy's implementation is choosing management personnel – top management, i.e. individual's ability or group managing the company, to enclose on appropriate way with own knowledge, skills and experience, to the supposed goals and strategies and ways of their realization to employees. It is necessary to motivate them, delegate the tasks on appropriate way, and recognize most important factors directly affecting the strategy's implementation in order to establish the desired balance between them, and to provide the satisfying level of coordination, aiming towards business access.

⁸ Izvor: URL: <http://www.change-management.com/change-management-process.htm>

⁹ Louis Carter, David Giber, Marshall Goldsmith, "Best Practices in Organization Development and Change", Linkage Inc.2001:p.56.

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EUROREGION "SLOBOZHANSINA", THE FORM OF INTERNATIONAL INTEGRATION OF TERRITORIAL FORMATIONS IN THE KEY ASPECT OF THE INTERNATIONAL ECONOMIC ACTIVITY'S DEVELOPMENT

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Today frontier cooperation is significant element of international economic relations' development. The perspectives of trade and economic development to a considerable extent depends on a political aspects of the states relations, their responsibility to create favourable conditions and liquidate artificial barriers, which restrain the external economic links' development.

The European Parliament considers the frontier cooperation as a major object of the European integration and appeals the members of the European Union and European commission to support and to use Euro regions for the stable socio-economic development of the territories along the territories of the state borders.

The participation in the Euro regions allows operative solving of the frontier problems on the local level, creating flexible economic structures with attractions of foreign investment for building and infrastructure enlargement, establishing frontier cooperation, tourism, broadening the cooperation in cultural, social, ecological and other spheres.

The transfrontier cooperation plays an important role in Europe within the bounds of Euro regions. In Western Europe for example there are a lot of euro regional formations. On the basis of their functioning there are principles of self-government, transfrontier cooperation, equal authorities of the both sides, the domestic legislation observation. In the countries of the European Union there are Euro regions that exist in the terms of the barrier functions of the internal borders, substantial cash earnings from budgets relative to the rich countries and structural funds of the European Union. Nowadays there is a positive experience of the regional cooperation between new territories of Germany, regions of Poland.

Transfrontier cooperation between new members of the European Union and their eastern neighbours has such forms and levels:

- Direct cooperation of the local governments
- Links maintenance between the authorities of the central governments
- The social organizations activity
- Cooperation in the field of education, science and innovation technologies
- Economic cooperation.

Euro regions have become widespread form of cooperation on the eastern border of the European Union, which is the basis of the transfrontier cooperation of the regional authorities with the non-governmental organizations. They don't have administrative character, their activity is based on the subjects of Euro region coordination, which is functioning according the state's legislation. The euro regional activity is financed from three resources: local authorities, central authorities and foreign investment (states of the West Europe, EU Funds).

At first Euro regions were established according to the initiative of the states central administrative structures. But now more predominant are public initiatives, in that field the reform of Euro region functioning is developing, and new Euro regions appear, for example, “Slobozhanshina”. Today we can mark out the following directions of the transfrontier cooperation.



Drawing №1. Major forms of transfrontier cooperation

Euro regions contribute to cultural dialogue, their self-enrichment, cultural exchange maintenance. Within their bounds the programs of cultural exchange are realized, national culture festivals folklore holidays and exhibitions are held.

The most important element of the cooperation is joint expediency and elaboration of business plans for the receiving of the financial assets, which are in need to realize projects.

Transcultural cooperation can be determined as a force to socio-economic recovery of the business processes. Euro regions attract temporary free capital from the European funds for the regional problems solving, which increases the chances of the local governments to settle different types of problems. Frontier territories development is indispensable for increasing the competitiveness of state's economy on the global level.

Between the members of the European Union and their neighboring countries there are disproportions, connected with the administrative, legal and economical differences between these countries. This difference can be shown in the opportunities of the cooperating subjects of those countries. The local authorities of the EU countries have great capacities. The opportunities of the countries which are not the members of the EU

almost all depend on the decisions, taken on the central level. In western European countries the priorities of the cooperation are the interests of the local publicity, but in the eastern countries transfrontier cooperation is considered from the point of the states interests. Moreover socio-economic development of new and former members of the EU is completely different.

Public organizations of the western countries are better set up than their eastern colleagues, on top of that considerable sums of financial resources and working experience are at their disposal. But the main difficulties are created with the help of non-perfect legal forms.

One of the major problems is financing. Lack of financial resources, challenges with their collection and effective diversification counteracts business and cultural contacts development in the frontier regions. The administrative utilities members of the European Union have available budgetary funds, which give them great opportunity to work in the sphere of interregional and international relations. Their partners on another side have fewer resources, that's why the receiving of the funds is the key significance for them.

Within the bounds of the EU there is a program, oriented on the transfrontier cooperation development (INTERREG). Its specialization is the development of the transfrontier links, increasing the territorial development along the both sides of the border. The accent is done on the infrastructural development, improving the environmental conditions, cooperation of the subnational authorities, plans working-out for the joint development and so on. The program foresees the measures for the nonmaterial barriers decreasing of the transfrontier cooperation (external trade unification), and the development of the Euro regions practical activity.

In 2004-2006 within the bounds of the INTERREG program 700 millions Euros was referred for the transfrontier cooperation development, and according to the program TACIS the amount of money was 75 millions Euros. Interaction of these programs is considered to be difficult process. Formal requirements make more complicated funds reception. European programs more often are applied to the questions of the border security and less often for the development of the frontier regions.

Nowadays Russian territories are the members of different kinds of euro regional formations. The most active participant of the transfrontier unions is Russian Kaliningrad.

One of examples of the interregional cooperation and frontier cooperation development is the Euro region "Slobozhanshina", which was set up on the 7th of November 2003, as the higher form of transfrontier cooperation between Kharkov and Belgorod regions of the Ukraine and Russian Federation, the main aim is to develop the neighboring territories: the development of economy, infrastructure, social support, methodological base for effective working.

Slobozhanshina – is historical and geographical region on the territory of the north-east part of Ukraine, and south-east of Russia. The name of the region originates from the Kazak settlement – "sloboda", the origin of their name is from the word "freedom".

From 2003 in the Belgorod region high level of new enterprises in the production, building, trade spheres, external economic activity with the help of the businessmen from the Ukraine and Byelorussia was registered.

One of the global projects of the Euro region is the foundation of the new multimodal transport and logical zone, which includes the key object – international airport and appropriate infrastructure. There will be established all the indispensable conditions for the business representatives from Russian Federation and the Ukraine, for their foreign partners, in order to conduct conferences, consultations, negotiations, discussions and bargain conclusions. This project is technically unique not only for the Belgorod and Kharkov regions.

Key transport object will become systematic in region and of course will change the level of business and financial activity of south-western parts of Russia and eastern regions of the Ukraine, it is so because it is supposed to attend many regions of three states with the population of 25 million people.

From 2007 the Belgorod Fund of support of the small-scale enterprises is occupied with the program realization of the Euro region "Slobozhanshina". In 2009 there were assigned 5 million rubles for the development of the Euro region "Slobozhanshina" and the plan was asserted by the Belgorod Fund of support of the small-scale enterprises.

In the nearest time the cooperation between Russia and the Ukraine will be more successful, than it has been in the previous years.

The external economic activity of the Belgorod region with the Ukraine is characterized with the increasing of the foreign operations on 29,4% in comparison with 2007, the import growth – on 25,5%, export growth – on 48,1%. The trade export surplus is negative 2960.9 million dollars (in comparison 2007 – 2477.3 million dollars).

In the first quarter of 2009 to the same period of 2008 the foreign trade turnover with the Ukraine reduced on 72% and amounted 304,0 million dollars, export on 80,1% (40,9 million dollars), import on 55,9 % (263,1 million dollars). The trade export surplus is negative 222,2 million dollars.

The foreign trade turnover with the Ukraine

million dollars

	2000	2005	2006	2007	2008	I quarter 2009
The foreign trade turnover	652,1	1892,7	2314,9	3776,7	4885,7	304,0
in % with the same period of last year	to 2,2 times	142,8	122,3	163,1	129,4	28,0
Export	189,0	395,8	431,8	649,7	962,4	40,9
in % with the same period of last year	189,6	140,3	109,1	150,5	148,1	19,9
Import	463,0	1496,9	1883,1	3127,0	3923,3	263,1
in % with the same period of last year	to 2,4 times	143,5	125,8	166,1	125,5	44,1

Table №1. The foreign trade turnover with the Ukraine

The commodity structure of the foreign trade turnover to the Ukraine doesn't change. It was characterized with the growth of the automobiles, machines and cars 29,2% in 2008, against 22,8% in 2007.

The positive dynamic of the development of practically all fields of industry and agriculture can increase the external economic potential of the region; raise the growth of the currency revenues of enterprises and firms; guarantee technological and production security and comparative independence from the global market situation in general, raise socio-economic efficiency of the external economic activity of the region.

On top of that, nowadays the Euro region "Slobozhanshina" is considered to be a new form of cooperation between Belgorod and Kharkov regions, which is directed to the social conditions improvement across two sides of the border, foundation of the conditions of the frontier trade and economic links, infrastructure, environmental protection, scientific and cultural exchange.

Main cooperation areas between two frontier regions: business infrastructure development, ecological improvement of transfrontier rivers, creation of the system of joint firms in frontier regions, preparation of the system of transfrontier ecological tourist routes "Natural and historical heritage of Slobozhanshina".

So these are the most perspective areas, and moreover they are quite real for realization. As it has turned out, specialists of the both countries have already elaborated certain long-term projects, under which the governments of the both countries will allocate monetary funds.

Euro region "Slobozhanshina" is one of the examples of the effective frontier cooperation, also it can accompany the realization of the joint economic projects. And the result of the euro regional cooperation's distribution should be new innovative types of frontier territories. In another words, frontier territories should always exist on the agreement base, but not on the conflict. As a main example we can take the perspective of foundation of the International Students Business School.

The idea of the foundation of such a kind of educational structure can be considered as one of the major forms of frontier cooperation, and as a main element of economic, cultural and business relations' development within the bounds of the Euro region "Slobozhanshina".

Today regional cooperation in the sphere of the youth policy is extremely important, because only young people can be an active component of the civil society: young people are better adjusted to the innovative projects and technologies introduction in different spheres, they are the example of principally new knowledge and ideas, mobile and full of forces for building up their life.

Young people has their own functions in the society, no other socio-economic group can't do or realize. The youngsters inherit the achieved level of the society's development and require mental and material benefits in the society in such spheres like education, culture and sport. The formation of young people is one of the strategic aims of the countries development.

So nowadays it is urgent and interesting to set up such a kind of school on the basis of the one of the major university of Russian Federation, Belgorod State Technological University named after V.G. Shukhov (BSTU named after V.G. Shukhov).

The primary objective of International Students Business School foundation and its main aim is - young experts, students, scientists professional development, foundation of the new investment and innovative business projects, participation in the joint economic structures, increasing financial and juridical competence of young businessmen.

We can mark out priority directions of the International Students Business School activity within the bounds of the Euro region "Slobozhanshina".

Within the bounds of the Euro region Slobozhanshina the Business School students will be given an opportunity to investigate a problem of the migratory streams, major joint economic projects, and common thoroughfares.



Drawing №2. Priority directions of the International Students Business School activity

International Students Business School offers its participants all types of youth activity – education, tourism, creative work, meeting interesting people. This programme is planned as an area, where young man can demonstrate his talent, find people holding the same views and receive state-financing backing for the development of his ideas. Finished projects are estimated by key specialists of different spheres, scientists, businessmen, and then receive financing. The hundreds of new products are planned and established. At the same time dozens of unique educational programmes are conducted with the best university professors of Belgorod and Kharkov regions, trainings and master classes.

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MANAGEMENT ASPECT OF LIQUIDITY AND SOLVENCY

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***Summary:** Problems that Serbian economy is facing today require a number of urgent actions and measures that imply application of new economic philosophy to our development and new scientific research that were not discussed enough, but can be important for the efficiency of the businesses.*

New models of businesses require new approaches to business management, in other words managing the liquidity and solvency of the business, which is the focus of this paper.

Key words: Management, managing, liquidity, solvency, profitability, market.

1. INTRODUCTION

Any expert discussion about a problem of applied business economics (even in the transition period) is advisable, including the discussion of problems such as liquidity¹ and solvency. Today, a great number of businesses have difficulties with maintaining the continuity of production, placement of products and services, meeting the obligations to suppliers and other partners, creditors, the state, payment of salaries and the like. Today, with the economy in extremely hard conditions (global financial crisis), businesses achieve their economic activity in an environment of non-liquidity and non-solvency.

Economic environment of our businesses today is characterized not only by extremely hard trading conditions caused by financial crisis, but also by economic system that is systematically under-moderated, by incomplete organizational ownership conversion, and the like.

There are many consequences, among which are the following:

- non profitability and losses experienced by businesses and the economy,
- under-usage of available capacities, increase in costs of conducting business, decrease in production and reduction in sales of products / services,
- non-liquidity and the lack of working assets.

When we mention problems that Serbian economy has faced before, we have to be aware that they are especially relevant today. Namely, our economy appears to be unable to make a decisive turn in conducting business. For a long time it has been struggling with inflation and other unfavorable results. The process of transition of the economy system and its participants that is leading towards market economy has started, but it is slow and we still cannot see the end of it. Meaning, thorough turnaround in the adoption of new views of management to managing market-oriented businesses still has not been made. One gets the impression that some of the significant postulates in conducting business are being ignored. Namely, not enough attention is paid to:

- the difference between the risks of income and the benefits of income. Because of that, instead of managing the risks, more attention is paid to the results, and
- maintaining constant liquidity, and the like.

¹ Word **liquidity** is derived from the Latin word **likuidus** meaning liquid – flowing.

Of course, realization of the desired business productivity presupposes respect for the appropriate criteria and measures for demonstration and evaluation of the business. Those criteria and measures should be in line with the appropriate market standards of the developed countries.

In the context of these indicators and statements, it seems quite reasonable to direct the discussion about the problems of business liquidity in the period of transition, in Serbia, towards the following:

Problems of business liquidity will be dealt with in the context of determining:

- concept, importance and measurement of liquidity and solvency;
- risk influence on the liquidity and solvency in business productivity, and
- the level of influence of the environment on the above mentioned principles in business productivity.

2. LIQUIDITY INDICATOR

Respect for legality of the market, demonstrated by the businesses, is checked and determined by the level of cooperation with the business partners, which is a thorough reason for the claim that the market is the basis, either of successful or dire business direction of the business, and liquidity is the basis of financial - business partnerships².

In economic literature, liquidity is referred to as an indicator and resultant of the total financial process in conducting business of every enterprise. Namely, all the forms of conversion of the enterprise property are reflected in it, both internal and external financial relations.

As liquidity is closely related to business profitability (income force), it does not mean that a business that is currently not profiting should stop working altogether. Of course, if a business is no longer able to meet its obligations (pay its liabilities) throughout a longer period of time, it will disappear from the market. Here, we will only point out how necessary it is to be aware of the fact that liquidity is the indicator of financial-economic condition of the business in all stages of its conducting business, and that profitability provides the image of its functioning in the long run – throughout time³.

Liquidity of the business should be viewed as unhindered conduction of all processes in business and work of an enterprise⁴: material, commodities, financial, and others, and in harmony, in other words in continuance (the flow of total business property is at the foundation of examining the concept of liquidity). Of course, here we have, exclusively, pointed out the economic aspect regarding the cycles of value of working assets, with reasonable supposition of their compatibility. However, during these cycles its immobilization will occur in a smaller or larger amount, in part (for example, stocks, or demands) or as a whole, for a shorter or longer period.

In economic literature there are more directions of thought when it comes to liquidity. We will examine the liquidity that takes as an indicator the assets of the business, and the one that deals with the business as a subject capable of answering the demands.

Assets liquidity refers to the ability of the assets in all forms (material and transitional) to be converted into money, in other words, the ability of working assets to be converted into ready-money⁵. Viewed in the broadest sense, liquidity of assets implies the unhindered conversion of those assets (all asset forms), in all cycles of emergence with meeting (payment) of all liquid debts⁶.

We could safely say that this aspect of examining liquidity is global, and that the conversion of working assets into ready-money, i.e. some of the parts of working assets into money, is a much wider form of liquidity than the one that is regarded as the possibility to meet (pay) the liquid debt, so the difference should be noted when presenting liquidity and the situations declared by those indicators.

With aspects dealing with the business as a subject capable of meeting all the liquid debts in time with working assets at their disposal, the answer is provided to the question about the ability of the enterprise to meet its liquid debt. This liquidity indicates whether the business has working assets to meet all the obligations while in business, or whether it is lacking those assets; the relation between the two is the best possible way to evaluate the productivity and efficiency of the business⁷.

² Др С. Дохчевић и др Ђ. Малешевић; Систем анализе пословања и информисање у предузећу, Савремена администрација, Београд, 1989. године, page 528.

³ Др Ј. Ранковић; Финансијско мишљење и ликвидност предузећа, Економски факултет, Београд, 1989. page 374.

⁴ Група аутора; Оцена бонитета предузећа, II. Преглед, Бгд, pages 73. - 78, 1991.

⁵ Block and Hirt, Foundations of financial management, Richard D. Irvin, inc, 1978. page 312.

⁶ др Р. Тепшић, Компаративни приказ рачуноводствених решења у политици краткорочне и дугорочне ликвидности, часопис Књиговодство бр. 1/78.

⁷ Shannon P. Prat, Вредновање пословања, превод, CORK - Energoinvest, Сарајево, 1991. page 53.

In case of the abovementioned method of examining – measuring and analysis of liquidity, the starting point is the criterion of unconditional meeting (paying) of short-term liabilities, for the purposes of short-term financial balance⁸.

According to the presented method, for the criterion of examining and measuring of liquidity, the following values would be taken into consideration⁹:

- liquidity of working assets, in other words, floating capital,
- due short-term liabilities, and
- harmonization of working assets with due short-term liabilities.

As far as the indicators of liquidity go, it is most often started from the general ratio between the working assets of the business and the due short-term liabilities. However, ratios that are arrived at by using parameters, i.e. indicators of liquidity, as general indicators of liquidity must be decomposed according to the liquidity of assets regarding the speed of conversion into ready-money, and in line with the deadline of due short-term liabilities.

Working assets (floating capital), observed in parts, has different coefficient of overturn and the time of overturn in the business and working process of the business. Consequently, the criteria for examining liquidity are practiced, with the respect of horizontal rules of balancing in the constitution of corresponding financial relations of working assets (according to the speed of conversion into ready-money) and short-term liabilities – sources of finance (according to the deadline for payment of short-term liabilities)¹⁰.

Economic literature and modern practice recommend usage of two basic indicators of liquidity¹¹.

Quick assets or acid test represents the ratio between the ready-money and cash equivalents increased by received payment under current liabilities. This ratio excludes material assets such as stocks, because their conversion into ready-money in order to pay current debt is slow. The standard for this ratio is 1:1; from there possible deviations and the causes behind them are examined, as well as the consequences that the liquidity will suffer because of that.

For this type of liquidity a term effective liquidity is used, and it is represented by an indicator, known in literature as “Acid test ratio” and “Quick ratio”, it represents the ratio as follows:

$$\text{Short-term} \quad \frac{\text{ready-money} + \text{short-term placements} + \text{short-term receivables}}{\text{short-term liabilities}}$$

For the needs of analyzing business and work of businesses, in line with the adjustment of time it takes to convert goods assets into ready-money assets and to meet all the obligations, ratio is decomposed into indicators for more precise presentation of coefficient of effective liquidity. Such ratio, in line with the time of incoming liquid assets and meeting the obligations, is represented in that way¹².

By indicators of current liquidity effective liquidity in a given period is represented (on a given day), when it comes to ratio of ready-money in the cash register and on the depot accounts at sight increased by securities that can be cashed on the same day or can be transferred to the creditor obligations due for payment by endorsement. This indicator of effective liquidity, i.e. current liquidity can be represented only on the basis of accountancy data. It is due to the fact that securities (by days of cashing in) and short-term liabilities (by days of deadline for payment) are best represented in the accountancy files.

Indicator of quick liquidity gets from the numerator the data about short-term liabilities. This indicator of short-term liquidity insists on the coordination between the incoming effective assets and received payment liabilities for the period of one year and is represented by the ratio of ready-money in the cash register and on the depot accounts at sight, and with term deposits up to a year, increased securities and short-term liabilities payable up to a year's time, and according to the short-term obligations with the deadline of up to a year.

In case that the business does not have seasonal stocks, and the indicator for quick liquidity is in line with the standard of financing, 1:1 (acid test), then it has short-term financial balance – liquidity, which is in connection with the existing establishment of long-term financial balance, so that, when coefficient of this indicator is above 1, short-term financial balance is moved towards the assets, and long-term towards the

⁸ More about this: Проф. др Боровоје Б. Прокоповић; Финансијски менаџмент (3. издање), Проинком, Београд, 2007. page 36.

⁹ Проф. др Јован Родић и проф. др Милован Филиповић; Пословне финансије, Asimex, Београд, 2006. page 60.

¹⁰ Ibid

¹¹ Костадин Пушара; Међународне финансије – Финансијски менаџмент (2. издање), Верзалпрес, Београд, 2001. године, pages 202. to 208.

С. Миловановић и М. Царић; Финансијски менаџмент, Привредна академија, Нови Сад, 2006. године.

¹² Инг. R. Braut, редактор др Р. Тепшић, Ibid, page 278 и 279.

sources. Otherwise, the presence of seasonal supplies moves the short-term balance towards the obligations, so when this coefficient is below 1, seasonal supplies are financed from short-term sources¹³.

Indicator of quick liquidity points out the connection between the financial rule of “acid test” and the golden balance rule in the wider sense, so if the height of the coefficient in the expression is 1 and above 1 it indicates that the enterprise has been in line with the compatibility of that ratio. That, however, does not mean that liquidity will be achieved in the future, and because of that it should be constantly monitored. For that purpose an indicator of future liquidity that is the same in content with the indicator of quick liquidity is recommended.

In any case, the coefficient of this indicator should always be slightly above 1, which is understandable because of: the risk of cashing in securities, i.e. their cashing in below nominal value due to discount; but also because of the risk of receiving payment of short-term claims below nominal value because of the usage of cash-paying in advance.

It is important for this indicator to be determined by the coefficient above 1, in order for it to be possible to claim that the enterprise can have future liquidity. For those reasons a measurement of standard coefficient of future liquidity is used as an indicator of optimal liquidity¹⁴, which is represented by the following ratio:

100

100 – *percentage of risk of the securities cashing-in and charging short-term claims*

It should be mentioned that the measurement of and presentation of future liquidity of a business by using these two identifiers is limited to a shorter period of time, because the coefficient of optimal liquidity is reliable only for a short period of time: newly acquired securities do not get in time to be cashed-in; new claims do not become due for charging; new obligations do not become due for paying; and there is no income of ready-money by debit.

Indicator of current – general liquidity is represented by the ratio of working assets and working obligations and is used both by bankers and merchants. Economic literature refers to this ratio (of potential – perspective liquidity) as: “current ratio”, “bankers’ ratio”, “coefficient of current state”¹⁵. The standard for this indicator is 2:1, i.e. ratio between working assets and current liabilities:

$$\frac{\text{Working Assets}}{\text{Short-term Liabilities}}$$

This indicator is not always dependable. It relies on the assumption that half of the working assets is made up of permanent working assets, which are always, however, above or below half of the working assets.

A large number of various forms of assets tied by different deadlines and a large number of sources of assets at disposal in different periods, point to the possibility of:

- exceeding – excessive liquidity that should be avoided (it is opposed to profitability and cost effectiveness); and optimal liquidity, as a supposition of rational management of business’ finances; and
- temporary liquidity, which is possible to resolve through undertaking short-term measures; and permanent liquidity, as a state that the business is not able to resolve (harmonious circulation of assets with received payments), and is forced to declare bankruptcy.

3. INDICATOR OF SOLVENCY

Solvency¹⁶, as an expression, is used in the terms of financial ability of the business, which exists when it has enough cash resources and other cash-equivalents for meeting (paying) received short-term liabilities in full and continuously¹⁷.

Solvency implies that the business has the ability to overcome a crisis situation, without endangering the creditors’ safety, and with it hard earned trust. It is often referred to as financial independence ratio, security

¹³ Ibid

¹⁴ ing R. Braut, редактор др Р. Тепшић, Ibid, page 155.

¹⁵ Проф. др Јован Ранковић; Управљање финансијама предузећа, Завод за савремену организацију пословања, Београд, 1999. и Финансирања и финансијска анализа предузећа (2. део), ЕФ, Бгд, 1971.

¹⁶ Term solvency comes from the Latin word *solvere*, which means to clear up, settle, pay; or *solvens* which means stability, ability to pay.

¹⁷ Проф. др Боривоје Б. Прокоповић; Ibid, page 109.

ratio and debt ratio¹⁸. Parity or normal solvency refers to the assessment and preservation of the ratio between own (warranty) capital and borrowed capital, which is represented as 1:1, or ratio 1, by which the safety of creditors is assured.

In narrower terms, solvency is equated with current liquidity of a business, and because of that it is often suggested that there is no significant difference between solvency and current liquidity. Solvency is represented by identifiers:

$$\frac{\text{Total liabilities}}{\text{Sum of balance (A+P)}} \quad \text{and} \quad \frac{\text{Short-term liabilities}}{\text{Permanent capital}}$$

Given identifiers – indicators complement the safety ratio, and are treated as debt ratio, in percentages. Based on the presented indicators of solvency, a business can be: a) excessively solvent, when it has inflow of financial assets with which it can meet the outstanding payment obligations, but when it also has surplus of financial assets above the level of safe reserve, b) optimally solvent, similar to excessive solvency regarding the inflow of financial assets at disposal for meeting the outstanding payment obligations, however, the “surplus” of financial assets is at the necessary level for safe reserve, and c) critically solvent, a state of business when it can meet the outstanding payment obligations, but it does not have financial reserves, i.e. it is non-solvent, and it has a stagnation in payments, which can lead the business to liquidation.

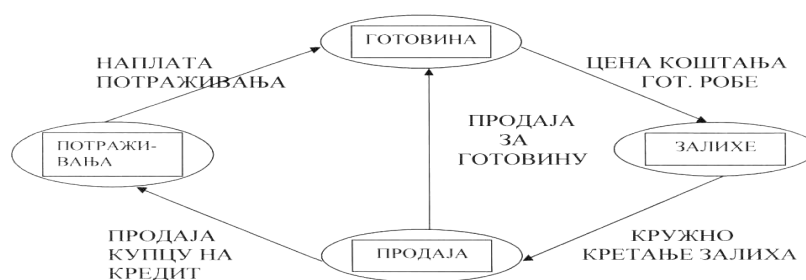
4. LIQUID RESERVE AND MANGMENT OF LIQUIDITY AND SOLVENCY

When discussing and representing liquidity and solvency in this paper we also took into consideration the liquid reserve of the business, with which it is possible to pay short-term liabilities, and it turns out, quite naturally, that immobility of liquidity indicators is the predominant feature with representation and managing of business results.

Modern approach to managing business liquidity pays more attention to the dynamic relations between the inflow and outflow of financial assets of so-called constant payment of short-term liabilities¹⁹. It is, actually, about, affirmation of financial thinking about the values of inflow and outflow directed towards the examination and prediction of where the locations of assets inflow and outflow lie, as the suppositions of financial state of the business²⁰.

By this, liquidity is represented, not only in a given moment, but in a time line – towards its future implementation. Otherwise, the inflow of ready-money is important because it enables: free acquisition, transactions, and payment of dividends and workers, taxes, interests and liabilities.

Assuring the required level of liquidity comes down to managing the part of working assets achieved in a circular flow of working capital (look at the scheme:²¹)



In order to decide about the circular flow of ready-money and other working assets “the model of time route of circular ready-money flow”²²:

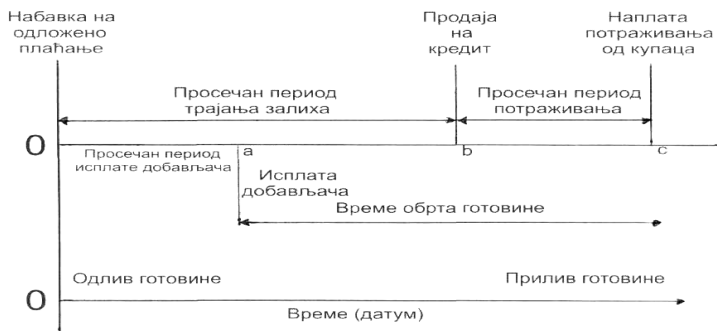
¹⁸ Ibid

¹⁹ Group of authors, Ibid, pages 79 - 84

²⁰ Др Ј. Ранковић; Ibid, page 378.

²¹ J. M. Gollins, Cashflow and Liquidity Management, Ernst and Young, Будимпешта 1997. page 64.

²² Ibid, page 66



The flow begins with “0” credit acquisitions, and in time “a” the enterprise meets all the liabilities by cash payments. During the period of payment, the business cannot use ready-money, and during time “b” credit sale is in process. At the same time, ready-money is no longer in stocks but in liabilities that should be paid. In the end, during time “c” buyers are paying their liabilities, and the ready-money is returned in the business as an inflow of ready-money and with it the circular route is closed. Finally, it can be concluded that in a period from “a” to “c” the business does not have any ready-money at hand, which is very important from the aspect of possibilities of perception of the need for ready-money.

This model uses the following indicators of liquidity:

$$a) \text{ Average time of suppliers' reimbursement} = \frac{(PVR + \text{suppliers}) \times 365}{\text{Annual acquisition} + \text{profit}}$$

Time from “0” to “a” is treated as an indicator.

$$b) \text{ Speed of stock overturn} = \frac{\text{Sales}}{\text{Stocks}}, \text{ in time from “0 – 6”}$$

$$c) \text{ Average time of claims} = \frac{\text{Claims} \times 365}{\text{Sales}}, \text{ in time from “b – c”,}$$

This model undoubtedly emphasizes the importance of time of inflow and outflow of financial assets and their adjustment under the influence of overturn of values of material, transitional and ready-money forms. Quite naturally, in order to find the abovementioned parameters – indicators it is necessary to use the balance of the flow of assets, i.e. capital.

5. CONCLUSION

Public esteem of a business, especially in the business world, is very important for its overall success in conducting business and working. Presenting the business in many reports about conducting business and working is extremely important for its reputation in public. It is because of the fact that, by nature of content, all those reports have the character of public documents subject to critical public review. So, management of the business is under great responsibility to, while managing finances, lead the financial policy that relies on certain principles and rules.

In line with all that has been said, the basis of quality management of all activities of financing the business, including liquidity and solvency, should be looked for in the following:

- accepting the fact that by representing the liquidity and solvency, and by analyzing the data, causes and risks that can harm it can be located as well as factors of influence.
- liquidity and solvency, as principles of financing should be observed as dynamic, with implementation of traditional approach in managing the finances of the business.
- by changes in the way an enterprise conducts business, by caring about the efficiency of conducting business and working of the enterprise as a whole, and especially when it comes to financing stocks,

collecting liabilities, structure of the sources of financing (to the benefit of one's own sources), balance of inflow and outflow of financial assets.

- Avoiding possible over-indebtedness of the business by nurturing the function of solvency management in the widest sense of the word.
- Upholding strict rules of risk-covering in managing liquidity and solvency.

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LOBBYING - ECONOMIC DIPLOMACY IMPORTANT ISSUE

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***Summary:** EU extension with new member states affects the changing lobbying rules for all members in the decision processes on EU level. It means that in the new EU extended surrounding there must be in mind the demand for wider range of actors, developing advanced lobbyist strategies for each individual initiative, and that means demand for appropriate human and financial resources. Those lobby activities requests are more emphasized for EU institutions and lobbyists. That is how the EU initiative for transparency, from EU Commission's side, has proclaimed strict rules for all actors included in lobbying on EU level. Goal of that initiative is revealing secrets from the lobbyist activities in Brussels, i.e. creating permanent pressure on EU institutions and lobbyists to become more opened, towards the ethics standards and to promote lobbying as legitimate component of political processes in EU.*

***Key words:** lobbying, EU, integrating process, company, lobbyist*

LOBBYING AND INTEREST GROUPS INFLUENCE CHANNELS IN EXTENDED EUROPEAN UNION

1. REPRESENTING INTERESTS CURRENT TRENDS ON EUROPEAN UNION LEVEL

One of the EU interests groups researches key conclusions, processed in the beginning of 1990's is that policies providing institutional architecture has crucial influence on organization and articulation. Interest groups acting on EU level are very much conditioned with single multiregiment system power, i.e. decision process specific characteristics in EU. Providing public policies in EU includes a set of sub-national, national and supreme-national levels of power, and their complexed mutual correlation brings multiple possibility approach of decision making process. For these decision making process multilevelity in EU, i.e. power centers scattering among various institutions, none organized interests group has easy time to achieve dominant position in decision making process or establish privileged interest couple with various institutions. Economic and political importance, quantity of the membership and representativity criteria, appropriate human potentials and finances, internal cohesion and organization, expertise and informing, lobbyist skills development and strategy, are only some of the factors determining degree of interest groups influence in EU (Sidanski, 1995; Greenwood, 2003). Since the 1990's a kind of interests representation fragmentation of groups have been noticed in policy creating European process. Within most of so called eurogroups – roof European interests associations, more importance are obtaining other methods of representing interests, which are supposed to be more flexible, cheaper, and more effective ones. In that sense are separated few prevailing trends of interests representing interests, which has mutual feature to bypass the current European roof interests groups (Grande, 2001). Besides national interests groups and associations, beginning to act more on European level, more expressed is the trend of creating smaller informal clubs, forums or ad-hoc locations, in which the business interests are in advantage. Having in mind that are extremely elective on choosing its members and directed towards achieving the very specific goals, those informal groups mostly have no problem with achieving consensus among the members, and are significantly more efficient in the actions.

Next trend starting to show-up in the middle of 1980`s, and developed through 1990`s, refers to the domestic companies, especially the big multinational ones, more directly lobbying for European institutions growing in important political actors in EU (Bouwen, 2002). Big increase of professional lobbyists in Brussels is additional tendency coming out in the beginning of the 1990`s. It is mostly about PR agencies, advocate companies and commercial houses enabling their clients, mostly companies, acquiring very specialized suggestions and informations without opening of constant offices, i.e. without consensus building process inside some roof association. Increased number of specialized, technical and expert interest groups (Weisbein, 2001) is an answer for greater demand for highly specialized types of informations. Concerning that should emphasize the fast technological development brings to more efficiency of interest groups because of counselling possibility and using their members expertise. The already emphasized diversification additionally is strengthened by the regionalization and decentralization of many activities in EU, what provides more presence of regional representatives and regional interest groups in Brussels and Strasbourg. Generally speaking, extreme pluralisation and diversification of interests, i.e. many other mentioned tendencies in interest groups acting on EU level are signs witnessing for new European social structures appearances. In that sense we could speak about certain European interest groups system, about supreme-national European society, which is building in parallel with the national, regional and local societies by communication networks, connecting people and their organizations.

2. LOBBYING REGULATIVE FRAMEWORK IN EUROPEAN UNION

More intensifying logical activities and lobbyists multiplication in Brussels, growing EU institutions sensibility on perception and public trust, i.e. demystification demands and lobbying transparency, are main causes initiating creating the regular lobbying framework, on lobbyists level, and also on the target lobbyist groups levels, i.e. European institutions and their clerks. Although having certain development during recent decade, EU lobbyist practice is still insufficiently regulated with, e.g., the one in USA or other EU countries. Partial reason is the fact that Commission, in tendency to initiate this support of European integration processes and decrease the problem of democratic deficit, so far has been resisted by strict formal measures, which could discourage organized interests from active participation in EU political processes.

Suggestions that were on the trace of introduction interest groups accreditation systems, is similar to the existing one in EU or UN, have never find approval in the Commission. In frequently quoted Commission Report in year 1992, is stated that „general policy of the Commission is not to provide privileged status to interest groups, which will include passwords, i.e. special access to informations, neither is intention officially to support certain groups formalizing their advisory status“. The Commission in that document wants to argument its willingness for open dialogue with all interested social actors. On the other side, Commission was willing to initiate self-regulative measures inside the lobbyist community. Based on minimal requirements confirmed in Annex Report in 1992, the Commission has suggested to interest groups to build own codex of behavior in the lobbying process. Mostly by taking over minimal criteria suggested by Commission, certain number of interest groups, gathered in two roof organizations - Society of European Affairs Professionals (SEAP) and Public Affairs Practitioners (PAP), have built the Codex of twelve rules which would be accepted by its users in communication with EU institutions, in February 2004. SEAP leaders have announced much stricter sanctions for breaking Codex regulatives, which turned out from the set of critics addressed on inappropriate lobbying of chocolate producers in European Parliament, and from the greater civil associations unsatisfaction because of non-transparency and non-ethicity in representing one part of the corporate interests. That announcement is achieved by adopting revised Codex, published to the public in February 2005. The most important changes in new Codex refer to introducing sanctions – from verbal conflict to exclusion from SEAP, obligatory SEAP members training about new Codex regulatives, as well as establishing special board that will supervise the Codex respectance. Since in certain areas prevails the opinion that current Codex should become legally obligating, another ones think that it is not necessary, until its regulatives consistently being respected and processed, emphasizing that in the lobbyist interest is not to be suspected for backdoor practice and to process with better relations with EU institutions. Although still low, lobbying regularity level in EU Parliament is much better than the one in Commission or Council. Introducing regulative framework efforts for lobbying in European parliament unsuccessfully lasted for seven years. Final agreement is done in 1996, when is adopted Codex for lobbyist behavior which is formally added to Parliament Regulatives. The Codex has ten points, asked from the lobbyists (among the others) to abstain from any activity directed to unfair providing of informations, and not also not to recall on formal relations with Parliament in relations with third parties. From the lobbyists, defining as persons which want to enter in Parliament`s demises because of contacting and informing Parliament members, is asked to register, i.e. to be provided with special passwords by which will be different from other visitors.

By new amendments on working Regulations, financial interests problematics has been regulated, and, e.g., obligation of Parliament members has been introduced to provide exhaustive report about own professional activities. Causes for that long consensus search about lobbying regulating usually are found in lasting national differences in political culture, i.e. in divergent cultural and justification stands towards lobbying in general.

Unsatisfied by current lobbyist activities transparency level, new trustee of Commission for administrative issues and fighting frauds, Siim Kallas has initiated in 2005 the European initiative for transparency, by which EU institutional clerks responsible behavior is stimulus, but even more open, transparent lobbyist acting. Three are main components of the initiative. First requests engagement of member countries Governments, and refer to suggestion to announce in public all target EU funds users, especially agricultural users and structural funds support. Second component is introduction of strict behavior codexes and announcements for property state and EU institution clerks interests, especially for the EU Parliament members and Commission clerks. Third refers to increased transparency in lobbyist acting and non-governmental organizations in the aspect of representing interests and financing sources. In the mid 2006, the Commission has announced Green book by which is motivated wide discussion for lobbyist acting transparency. Concerning that, document provides three suggestions: web page registration voluntary system, codex of behavior, i.e. minimal standards which will be joint for all lobbyists, i.e. new external supervisory system and sanctions in the case of codex breaking. Greatest part of complains provided in the Greenbook refer to insufficient motivating system for lobbyist registration, as well as inappropriate problem solving of Commission clerks employment in private sector, i.e. engagement in lobbyist activities after leaving those institutions (so called phenomenon „revolving doors“).

New EU member countries are leading in lobbyist activities regularity by law legislation. Lithuania and Poland among the first have introduced special law for lobbying which in great measure is leaning on USA accepted model (Wisniewski, 2005). In Hungary the draft law was adopted in February 2006, after unsuccessful effort and set of disagreements made by the first draft.

Legislative lobbying acts are suggested also in Ireland and Italy, but still not come to acceptance of the current governmental structures. Among the „old“ EU member countries which have introduced certain framework for lobbyists and interest groups representatives, usually as pragmatic examples are mentioned Germany and Great Britain. German Bundestag regulatives predicts registration system of all interest groups that want to represent their interests at Bundestag or Federal Government institutions. Registry is public, and its contents are announced annually in their official magazine. In Great Britain in 1996 the Codex for behavior of parliament representatives, regulating conditions of their interaction with lobbyists. Similar draft of codex has been assessed also in Slovakia.

Namely, current global tendency opens space for better transparency regulation and lobbying activities supervision in the other countries of EU members. While assessing lobbying regulation problematics in EU, it should be emphasized that regulative tendency is not directed towards eliminating the mentioned phenomena, but to eliminating corruption and clear lobbyist game rules implementation. Interest groups open competition is important element of every democratic process, so the role of lobbyist regulative is to motivate the conscious of all decision making democratic process participants and transparency acting importance in that process.

3. INFLUENCE CHANNELS ON POLITICAL DECISION PROCESSES IN EUROPEAN UNION

Higher level management system development and new institutional surrounding with great number of public actors and institutions have significantly changed target structure (Grande, 2001) and possibilities of interest groups influence on political decisions processes in EU. New differentiated institutional surrounding of EU are offering to the interest groups wide range of potential influence channels on shaping European public policies. Generally two main types of influence channels are of mentioning: national and European (i.e. Brussels), by which everyone means interaction with many institutionalized and political actors, which importance depends on decision process modality.

Interest groups lobbying by national influence channels, surely depends on national level importance role, i.e. member countries in decision making process in EU, but also from the degree of appropriate approach, what is provided by national institutions to organized interest groups. According to Greenwood, main clerks which influence the European, Brussels strategy of lobbying are: 1. degree of jurisdiction and supreme-national institutions authorizations, 2. Commission role in policy initiating suggestions and EU interest groups development motivation with capital in Brussels, 3. formal institutionalized structures existence, such as advisory boards and similar, 4. demands for networking and informations collection.

Researches show that national channels of influence were prevailing until adopting the Single European act, which created by the mid 1980's the internal EU market. Afterwards, with progressive EU jurisdiction extension and strengthening supreme-national methods of decision by founding contracts successive revision, European, i.e. Brussels strategy of interest groups slowly started to gain on importance. In the lack of trustful indicators and methodological framework it is hard to evaluate the truly representation of those two main channels of influence in interest groups strategies. Nevertheless, it is certain that different actors show different preferences and action forms referring to certain lobbyist strategies.

4. CONCLUSIONS

Processes and interest articulation forms on EU level are in many ways unique and conditioned by the specific EU political system. Complexity and dynamics of mutual correlations among EU institutions, i.e. among supreme-national, national and sub-national actors, significant dispersion and decision process fragmentation, emphasized political system different actors position variability, depending on decision area, i.e. through many institutional features of European non-hierarchical authority model on higher level have a lot of influence on representing interest forms and lobbyist system development on EU level. EU differential institutional surrounding offers to interest groups wide range of potential influence channels, by which every of those lobbyist channels means interaction with a lot of institutional and political actors depend on decision process modality.

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ETHICAL BEHAVIOR AND ITS INFLUENCE ON CORPORATIVE SUCCESS

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***Summary:** The question of ethics and ethical behavior has become topical in the last few decades, although the morality as a form of social consciousness was already known in ancient civilization. Man succeeded in conquering the Universe, establishing rapid communication with any point on the Earth, conquering new grounds very fast, but failed in improving ethical behavior and setting it on a satisfactory level. On the contrary, with intensification of competition on the market, unethical behaviors have been increased with a tendency to endanger basic values which had been created for centuries. Under such circumstances we should also expect reduced business success, both on the macro and the micro levels, with a risk of destroying not only big companies, but also entire sectors of the economy and society. The Aim of this paper is to present ethical and organizational behavior, which is necessary for achieving a long term success. It came out that unethical behavior can give some results in the short term, but in the long term, it, as a rule, produces bad results. That's why employees, especially in management, have to promote ethical behavior through their own example and also create good environment for ethical and responsible behavior.*

Key words: ethical behavior, organizational behavior.

1. GENERAL APPROACH TO THE PROBLEM OF ETHICS AND ORGANIZATIONAL BEHAVIOR

Increased occurrence of unethical behavior and business comes as a result of uncertainty and increasing of competition on the global level. It's confirmed by big business and other scandals in the business world. Recent events in the pharmaceutical industry, related to the vaccines, show that ethics are a global problem and that it is not enough that single subjects follow ethical principles in their business- all of the participants in the production of some product or service need to be ethical. This claim is natural, because corporative systems are connected to each other, in a way that no one is able to produce the whole product on his own, but only with participation of a large number of cooperators, producers, etc. Besides that, it also appears that "the chain is only as strong as the weakest link can endure", which shows that just one percent or one unethical participant can bring into question all participants in a business or some event. In conditions that competition grows, when it's even harder to achieve clear defined goals and satisfy different interest groups business people very often choose unethical behaviors and acts. Connection between pharmaceutical industry and media and lobby groups is probably one of the biggest blows to business ethics until now. Mentioned brought into question not only damaging ethical principles and lost of trust, but also led to the mass boycotting of medical industry's recommendations for prevention of mass illnesses and diseases. The question is who and how much will trust pharmaceutical industry after this, and other scandals which also took human victims?

On the other hand, the fact that the world's big car companies take back numerous cars with functional problems from the market, which is now regular practice, shows that ethics is not "dead". For example, South

Korean company GM-Devu during a weekend took back nearly 60 000 vehicles because of steering problems, just in the middle of the big crises, which affected the Asian car industry. Hyundai did a similar thing when it took back 47 000 brand new sedan “sonata” models both from theirs and the American market, because of problems with car locks. [1]. These companies follow the principle that it is possible to lose money, but not dignity. Admitting that there is a problem is a first condition for solving it. Taking back cars with functional problems, or medicine which turned out to be inefficient, or simple agricultural products which are not good for health is a cost, but its function is to achieve more profit. Sure, companies can act in a completely opposite way. That will lead to fewer expenses, but that damages the image of a company, because it loses trust and loyalty of its customers, who nowadays become more and more of “apostles”. That’s why wise managers through their business philosophy are trying to get customer’s loyalty and to keep it as long as it’s possible, turning them into apostles, because it’s much cheaper than to fight for a new customer. Term “apostle” was first used by executive director (CEO) of the company Intuit Corporation from USA, Scott D Cook, to mark customer which is faithful and loyal to the company. [2].

Aim of the unethical behavior is to reach the results, according to the principle that what can not be reached in a moral and honest way, can be reached in an unethical and dishonest way. However, it comes out that unethical behavior can achieve a short term effect, but in a long term a company loses. The biggest punishment a company can get is the one that comes from the customers, in other words, consumers. Consumers can organize themselves together and boycott the unethical company in that way, especially when it comes to the more developed countries’ market. On the other side, customers like to work with ethical and social responsible companies, even when products and services are more expensive.

Unethical companies are forced to pay huge fines for their unethical behavior. According to the available information, American industry loses about 400.000.000 dollars every year due to unethical and criminal behavior.

Another “wide-national” report shows that 20% of the polled were asked to do something which would be opposite to their ethical standard. Results showed that 41% of those polled decided to act or behave unethically. Unethical behavior is a relevant topic for all employees. It is present “from the bottom to the top” of an organization. For example, questionnaires showed that every third executive directors had lied in his CV (biography). Maybe these results shouldn’t be surprising, because lies guarantee better chances, for example, sale and stocks value can be increased, and hunting a senior manager position can be cruel. Examples of unethical behavior can be seen every day through the electronic media, in commercials or TV-sales, where characteristics of a simple product are usually being underlined and overemphasized.

Praxis has shown that there are forms of single and organizational characteristics which contribute to unethical behavior. Unethical behavior is usually systematically built in business corporative philosophy and often in codex of ethical behavior too. Organizational behavior has beneficial position for better understanding and development of ethics at the work place. If organizational behavior can secure access to the controlling human business behavior, it can teach us how to avoid inappropriate behavior.

Controlling process, meaning every business decision of the top management, is followed by appropriate ethical dilemmas and a choice of the right against the wrong, the good against the bad etc. To do the right thing, leading structures should have imagination and courage, which means that they must be professional in their business. It appears that professional management is on a higher ethical level, which is natural, because business ethics are studied in college where the future managers are being educated and their knowledge and skills are being widened through permanent teaching and practice. Unprofessional and amateur management often acts unethical, either due to the lack of knowledge or because in the contemporary conditions it is impossible to achieve a goal in an ethical way.

There are numerous and relevant factors that affect the ethical behavior, like for example, cultural factors, including family, education, religion, media etc. Corporative ethics are also under influence of individual characteristics of the employees, like personality, values one has, gender etc. Organizational factors manifest their influence through the established ethical codes, organizational culture and behavior, determination of rules of behavior at the work place, toward clients etc. Depending on the mentioned, there are different models of ethical behaviors. Not to underrate other factors, it seems like the individual as a decision maker stands in the center. Personal experience, giving reward for certain behavior, sanction for the inappropriate, form a certain behavior model. Individuals’ expectations are determined by culture, organizational factors and factors of the environment. For example, treatment of nepotism is different in China and the Western world, which is why a behavior can be assessed as ethical, while in the eyes of people from different culture can be unethical. Japanese companies are faithful to the culture of group work; they are loyal to the company and orientate themselves for the principle of the so-called lifetime employment. Whole families are employed in the company, which leads to that every generation that works for example in Toyota thinks that the heirs will find employment in the same company. Contrary to the above, American culture is individualistic, there is no

employee loyalty to the company where they work, but employment is considered temporary and until both employer and employee have interests.

Moral problems are understood differently from men and women's point of view. That is why they choose different alternatives in solving ethical dilemmas and problems. Carol Gilligan's research showed that men perceive moral problems from the aspect of justice, while women's aspect is care. The first conception directs attention to the problems of inequality and raises ideal of respect for the rights and individuals. Observing ethical dilemma from the point of care directs attention to the problems of alienation and raised the ideal of attention and response to the need. Therefore, previous approaches have shown that men understand the problem as a moral issue of human rights, while women as a problem of empathy and compassion. Hence the conclusion that the woman's approach is more acceptable, because women due to softer style of management and better communication, are more able to affect the employees and to attract them to their ideas.

2. BASIC MORAL PRINCIPLES IN CORPORATIVE ORGANIZATIONS

Kent Hodgson, management consultant and writer, identified seven basic moral principles which should be followed in doing company business and company tasks. Hodgson calls them "seven magnificent" emphasizing their application all over the world, in every company, aside from ownership form, size or type of business activity. He emphasizes that there are no absolute ethical answers for the decision makers. Managers' goal should be rely on the moral principles, so that their decisions are of principle, appropriate and defensive. Managers claim organizational climate full of support which turns basic moral principles into specific decisions- what should and what should not be done- and beware making decisions in agreement with ethics.

In the above mentioned context, Hodgson gives following principles:

- Principle of human life's dignity. Management works with people and uses them for its goals. Hence the need for people to be respected, both their dignity and their life, because right to live is universal value. Management must give them chance to satisfy that right and to satisfy it in a most quality way. So, human health and human life should be considered as a sacred thing.
- Autonomy. Every person is unique and has dignity and a right to free choice. Management has no right to use people like objects or like means of achieving a goal or goals. Every person has right to freedom and to achieve certain effect according to his effort and results.
- Honesty. This moral principle can be observed through language of truth and practical acts. With mentioned we should pay attention to the fact that being honest is not only telling the truth, but also denying the lies. There are moments when individuals have right to the truth, but also the moments when the truth shouldn't be told. With mentioned one should keep on mind that relation towards the truth and its announcement was changing and is changing. For example, sometimes people were not told that they have some bad disease, because it was supposed that it would make their health condition worse, and here lies were positive. Nowadays there is an opinion that the truth about illness should be told to the sick man.
- Business obligations should be respected. Mentioned principle creates trust, and trust increases business success. Not respecting this principle brings organizations in condition of insolvency, with serious consequences. It is especially dangerous to neglect a commitment to employees, actually irregular payments of salaries and other obligations, which becomes main problem in all countries in development, including Serbia.
- Correctness. This principle is very appreciated in contemporary business. For the correctness principle, famous Serbian army leader Zivojin Misic says: "God can be unfair. But the commandant (read: manager) has to be fair to his subordinated." Its point is that everyone should have the same position, no matter of their national, religious, sexual or other characteristics, which is expressed in the phrase: "It is really unfair to treat the same people in different ways". However, we also have an opposite claim: "It is even more unfair to treat different people in the same way". This is especially important when it comes to business organizing. In fact, work organizing is the main field for the establishment of justice. If there is no justice in this field, the problem multiplies in other fields [3].
- Humanity. Principle of humanity is on a big test in contemporary conditions. It insists on doing the good things and avoiding doing bad things, which is expressed in an old people's saying: "If you cannot help, stay away and don't disturb". Principles of humanity are manifested in empathy, giving, politeness and taking care about people and it is especially important in the leading structures.

- Common good. Business people, especially managers, are able to do good things to a large number of people. They should really do that. Management should introduce its subordinated with their rights, but also to teach them how to satisfy their rights.

The biggest problem of ethics is the application of defined rules and principles. A large number of companies have a good ethical codex, committees or other organs which deal with ethics and still there are some ethical problems. Reason can be found in both objective and subjective factors. The fact is that the ethical dilemma is complex and the lines between the ethical and the unethical are often thin, and there are different opinions about the same actions or events, which is result of different national cultures or customs. Subjective difficulty lies in corporative management's inappropriate ability to recognize seeds of unethical behavior and acting, especially because there are few ethical scandals that suddenly appeared, but they mostly grew and finally "exploded". However that also happened in the case of the world economy crisis in 2009. This crisis is marked as economic, but all the researches show that it is social at the same time, actually moral crises. The world crisis first appeared in the economic area and it is rather the result of social and moral crisis than its cause [4].

Considering that context, we should have in mind that the largest problem in the realization of moral principles is management. Its task is to create strategy of reacting on changes in environment and it should follow ethical norms in that process. However, that doesn't happen. Reason should be searched for in increasing demands of consumer customers, but also demands of owners and other interest groups. These stakeholders are never satisfied with achieved, especially when it comes to the owners. They don't look for any profit, but the profit that satisfied their appetites. Because of that, they demand more and more from management, which is not able to provide that, especially if it's known that the competition is growing bigger and bigger and that in such circumstances it's harder and harder to increase corporative success. That's why the top managers are forced to provide success in short time even in an unethical way, to assure their positions in the next period. Decreasing the pressure on the leading structure, unethical behavior and actions would significantly be reduced. But that's not real, because the laws of capitalism are clear and we can call them eternal. They can change forms of their own actions, but the essence remains the same and that is permanent widening and growing.

3. WAYS OF IMPROVING ETHICAL CLIMATE IN ORGANIZATIONS

It's already concluded that there are many factors which influence the companies' ethics. Each organization is unique, so there are not universal rules and answers about how to improve the ethical climate in corporative organizations. Yet groups of management researchers recommended following rules for improving morality in companies [5]:

- Personal example. Manager is a powerful model whose actions and behavior send clear signals about the importance of the ethical behavior. It appears that employees listen to what management says, but act in the same way the managers do. Ethical behavior is a rule for all the employees, from the top to the bottom of the scale, but if the leading structure respect ethical rules, that multiplies effect in organization. That's why it is most important when the strategy manager is being chosen to choose those who are moral and ready to follow ethical norm and standards of behavior and acting.
- Development of ethical rules. Ethics is not static science. It must be adjusted to time and situation it lives in, actually in which it uses. Thank to its ability to adapt, ethics survive. In other case, it is condemned to failure. It is considered that ethical rules have positive influence if they follow the next 4 criteria:
 - if ethical rules are the same for every employee,
 - if moral principles are supported by top managers,
 - if there are ethical solutions for specific situations, like taking bribe, fixing the results, forgery of financial and other reports, corruption, etc.
 - if the system which supports ethical behavior and action, and sanctions for unethical behavior and acting is developed.
- Organizing ethical praxis (training). Ethics, morality actually is not individual's inborn quality. It's being learned and changed during the life and work time. Employees can be trained to identify ethical problems trough seminars and video trainings, and to practice to give appropriate ethical responses. Training ways can be different. Trough the seriousness of training itself, we can see management's relation to ethical appliance in the company. In some companies there are ethical committees which create the plan of training, with participation of experts in these fields, but also

practitioners, who can diagnose the ethical problems, as the most complex activity in the process of solving the problem.

- Increasing of ethical behavior. Behavior which is “increased” should be repeated, because, on the contrary, not increased behavior can disappear. Ethical behavior is often punished, while the unethical is rewarded. If this situation happens, it’s hard to achieve ethical behavior. It’s the opposite, in this situation unethical behavior will be stimulated. Example of developing countries confirms that.
- Creating the position units and other structural mechanisms to deal with ethics. Ethical needs should be everyday work, not only short-time announcement of the new ethical code, which is being archived and forgotten. “Body Shop” and “Ben & Jerry” use social and ethical revival of books, in order to evaluate how well the company can deal with its ethical standards. In this case, organizational changes are based on the results of the revised books. Development and improvement of ethical condition in companies will depend on management’s professionalism and intellectual structure of the company. However, analyzing MBA program on the colleges where scientific management teaches, it is concluded that it is too much pointed to individualism, which forget that every company is part of the bigger social system, which makes it responsible for actions on the wider social base. Having on mind the mentioned problem, a large number of business schools introduce business ethic as a subject. In the Yale business school freshmen students attend classes in business ethics, long term planning of carrier and how to deal with job losses[6]. Modern technologies can also be used in promoting ethical rules and new system of values, just like the transparency of unethical behavior and action. That’s why we should have on mind Rosabeth Moss Kanterate’s conclusion: “Modern computer technology should not be used for strengthening the walls, but removing them”. This is related to removing boundaries between departments and sectors, just like the boundary between company and the environment the company functions in. Example of smart use of technology in order to promote some quality ideas and organizational behavior can be seen relatively well in Kingston Company.

4. CONCLUSION

Ethical and organizational behavior and action is the main factor in corporative success. Companies which follow ethical philosophy in the long term business, as a rule have satisfying success, because stakeholders want to work with moral and socially responsible companies. That is why we can expect that in the future every national and global economy and society will be based on 3 points: economy, ecology and ethics. These three elements shouldn’t be seen as separated, but as a whole, in which there are iterative, cause-consequence relations. Every change of quality in one element will influence the other parts, but also the whole, when it comes to corporative organization. These changes will also influence the environment, which the organization function in, and on the next step environment’s influence on the corporative organizations will also be obvious.

The paper point to moral principles management should follow in making strategic leading decisions. It especially insists on the principle of the personal example which is also most arguable. Actually, management is the creator of the policies and strategies of company’s business. These documents must include ethics, which means that all leading decisions must be followed by ethical standards and that with these, ethical decisions, achieve desired economic effect. In conditions of high turbulence and growing demands of different stakeholders, it is very tough, but not impossible. So, we can conclude that ethical behavior and action in organized societies and economies give the best economic dimension in the long term, but also that economically developed countries and companies in the feedback has positive influence on following both legal and ethical standards of behavior and business.

Increasing of ethics in corporative systems demands huge effort of management, but also the will of all employees to follow ethical standard. This is a significant question because it is not rare that there is an opinion that it is enough to follow the legal systems and frames, and there is no need to care about the morals. This attitude is now unacceptable; because it appears that the legal frame is often an imperfect instrument and doesn’t always fit with the law. That’s why ethics is more than law, additional alpha plus, which leads to justice and a sustainable social and economic development.

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КУЛЬТУРА КАК ФАКТОР ДЕЛОВОГО УСПЕХА

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Резюме: В последние несколько лет много писано об организационной культуре и деловой этике. В работах эти феномены переоцениваются или недооцениваются, а нередко и упрощаются, особенно когда речь идет о типологии и подделке японского делового стиля и его корпоративной культуры. Показывается, что хорошее понимание организационной культуры представляет предусловие для качественного обучения кадров как самого полезного потенциала любой организации.

В Сербии пока еще существует проблема в недостаточно учрежденной культуре и этике в организационных системах, особенно когда имеется в виду современное понятие этих феноменов, сербские деловые и другие организации пропитаны высоким уровнем идеологизации и политизации, что негативно влияет на деловой успех. Из-за этого можно утверждать, что не будет повышения делового успеха и эффективности, пока в сербские деловые и другие организации не введется адаптивная культура и профессионализация (а не идеологизация).

Автор указывает на некоторые проблемы в создании организационной культуры, в развитии высоких достижений в процессе социализации и в роли наставника в создании социальной организации.

Ключевые слова: организационная культура, этика, социализация организации

1. ВВЕДЕНИЕ

Организационная культура представляет собой ряд представлений и позиций которыми группа или организация пользуется в реагировании на перемены, происходящие в окружении. У такого определения организационной культуры важны три характеристики. Сначала организационная культура создается через процесс социализации организации. Она влияет на поведение индивида и групп при выполнении работ. В конце, организационная культура сложный феномен, в котором каждое изменение в одном элементе влияет на другие, но и перемены на ее уровнях влияют на целое и на окружение. Нпр. настоящие ценности компании обеспечивают высоко—качественные услуги, рабочие легче и быстрее будут реагировать на жалобы клиентов. Но, возможна и обратная ситуация. Рабочие могут создать высоко качественные услуги основанные на собственном опыте в отношении к клиентам.

Организационная культура может быть очень формализованная или неформализованная, менее или более замечаемая, на что влияет деятельность компании и другие факторы. Но все-таки компании, которые предоставляют услуги работают интенсивно и в таких условиях людской потенциал, т.е. организационная культура в большей степени влияют на деловой успех. Эти компании в большей степени изложены контактам с клиентами и другими интересующим группами. В компаниях первостепенного и второстепенного сектора в большей степени существует органический состав капитала, процес в большей степени автоматизирован и тем самым не очень подложен влиянию

культур. В этих организациях, технологии и процессы называют организационное поведение индивида, т.е. групп с высоким уровнем детерминизма.

Основу организационной культуры представляют ценности и верования. Эти элементы имеют и решающее влияние на этическое поведение. Для каждой организации важна как принята система ценностей и верований в организации. Если система ценностей установлена владельцем, т.е. менеджером, он пропагирует позиции компании и их часто рабочие воспринимают как бремя. Проблема усложняется, когда у владельцев множество ценностей. Скорое исследование сделано на 312 британских машинистов, надзирателей и старших менеджеров показало, что создание надежной организационной культуры неудачно. Работники были более циничны когда речь шла о надежности. Потому что верили, что поведение старших менеджеров противно правилам о надежности, поставленным фирмой.

Между тем если ценности и верования формируются рабочими, они могут стать сильным связующим средством, которое увеличивает мощь компании. Лучше всего превратить культуру, созданную рабочими, в организационную культуру. Поэтому опытные менеджеры побуждают создание организационной культуры от стороны рабочего персонала[1].

Практика показывает, что у менеджеров в современном бизнесе две системы ценностей. Первая относится на осуществление поставленных целей, а вторая включает ценности, относящиеся на внутреннее связывание и солидарность, т.е. на межличностные отношения, существующие в организационных системах. Центральный вопрос - преобладают ли в организации финансовые интересы, требования к хорошим межличностным отношениям, или комбинация этих ценностных систем. В современных изменчивых условиях деятельности показывается, что между первой и второй системой ценностей большие различия. Скорое исследование Фортун показывает, что 500 сверхприбыльных компаний в мире не является одновременно и счастливейшими компаниями. Это значит, что в современном бизнесе, люди верят, что деятельность не только прибыль, а и представление желательных систем ценностей, что противно позиции, которую в свое время защищал Милтон Фридмен[2].

2. ПРИМЕНЕННАЯ СИСТЕМА ОРГАНИЗАЦИОННЫХ ЦЕННОСТЕЙ

Каждая компания заботится о своей системе ценностей. Показывается, что менеджмент компании на практике комбинирует различные содержания и ряд ценностей, таких как: авторитарный, демократический коллегиальный, руководственный итд. У каждого из приведенных содержаний есть общее, но и ряд особенностей. Например, авторитарная система требует уважение позиционного авторитета, справедливые награждения за хорошие поступки и санкции за плохие или их отсутствие. Такая система ценностей не поддерживает групповой труд, партнерство, участие итд. Напротив тому, коллегиальная система ценностей поддерживает групповой труд, участие рабочих в принятии решений. Факт что организация будет функционировать успешно если согласуются организационные и индивидуальные системы ценностей. Проведенные исследования в 85 австралийских организаций обнаруживают 4 интересных потоков [3]:

Организационные ценности были достаточно стабильными. Эти результаты подтверждают, что ценности относительно стабильны и устойчивы к изменениям.

Не было универсальной ориентации на один тип ценностной системы. Восемьдесят пять организаций применяло различные ценностные системы. Этим способом показано, что нет одной лучшей организации культуры или системы ценностей, а только лучшая ситуация в которой надо применять соответствующую организационную культуру.

У организаций, применяющих самые лучшие системы ценностей, был и самый большой успех. Это исследование согласно с результатами национального образца на около 2400 американских рабочих. Две трети рабочих из того исследования ответило, что хотели в большей степени участвовать в принятии деловых решений. Треть тенденций или законодательностей предупреждает что нужно восполнение более мягкого стиля ведения дел и создания атмосферы в которой рабочие в большей степени будут влиять на деловую политику компании.

Организации показали больший ступень удачности, тем самым показывая и доказывая, что успех компании в большей степени соответствует обязанностям рабочих к компании.

Современные течения и законодательства показывают, что необходимо установить культурные предположения, в которых будет развиваться социализирована организация, т.е. та организация, которая будет соответствовать культурологическо-социологическим характеристикам рабочих. В этом контексте надо развивать и менеджмент, способный понять культурологические характеристики и

верования рабочих, в соответствии с ними создавать атмосферу, в которой реализуются их особенности[4].

Исследования показали, что нет точных выводов на основании которых можно говорить, что одни культуры эффективнее других, и что в соответствии с этим нет универсальных культурных стилей, всеобщих принятых. Оказалось, что определенные ценности приписываются различным типам организационной культуры, показав и различные манифестации и импликации. Исследования показали, что существует взаимное действие между организационными культурами и организационными переменами. Успешная организационная переменная зависит от организационной культуры. Культура преодолевает переменам, напр. Может подрывать эффективность любого типа организационной перемены. Хотя изменение организационной культуры нелегкая задача, топ менеджер может повлиять на организационную культуру и менять ее в соответствии со ситуацией в которой находится. Оттуда и вывод, что организационная культура динамична и что ее значение в корпоративных системах увеличивается с ее изменением в соответствии с переменами, совершающимися в окружении.

Организация культуры может быть сильной и слабой, в зависимости от способа связывания, установленных ценностей и индивидуального ангажирования в общих целях. Сильная культура не всегда хорошая. Природа культурных центральных ценностей намного важнее, чем ее сила. Нпр. культура сильна но преодоление переменам может быть хуже с прибыльной и конкурентоспособной точки, чем у слабой но инновационной культуры. ИБМ может послужить отличным примером. Его сильная культура, с постоянными наставлениями продолжить стратегический план, противостоять рынку, привела к потере лидерской позиции на рынке персональных компьютеров. Такая стратегия стоила компании 90 миллионов долларов. Наоборот существуют культуры, которые увеличивают финансовые возможности, вроде тех как: сильные, подходящие, приспособляющиеся культуры. Но и они могут получить совсем другое развитие. Например, сильные культуры создают направленные цели, мотивируют рабочих и настаивают на контрольных механизмах. Но эти культуры могут быть с надменной и бюрократической структурой, со всеми негативными последствиями, исходящими из этого. Или, приспособляющиеся культуры побуждают перемены. John Kotter и James Heskett испытали 207 компаний из 22 промышленности и пришли к выводу, что у более приспособляющихся компаний были большие финансовые размеры на долгий период[5].

3. КАК РАЗВИВАТЬ ПРИСПОСОБЛЯЮЩУЮ КУЛЬТУРУ

Приспособляющая культура это решение в современных и резких переменам. Она, как показано, представляет и самый высокий уровень успеха в деловом бизнесе. Оттуда и потребность указать как развивать приспособляющую организационную культуру. проведенные исследования показывают, что начинается процесс формирования деловой визии и создания стратегии, которые соответствуют организационной системе в которой это тип культуры вводится. Значит, через визию надо определить, чего организация хочет добиться. Кевин Енкис, бывший директор в канадской авиакомпании, точно заметил, что корпоративная визия не гарант организационного успеха: „Визия подержана только со стороны руководства, не является достаточной формировать перемены“, подчеркивает Енкис. Чтобы добиться успеха, менеджмент должен постоянно и инновативно руководствоваться визиями и целями. Потому что основной целью компании должно быть удовлетворение клиентов, важно чтобы рабочие поняли, что ожидается от них, как и ответственность за достигнутые результаты.“

Как Еткинс отметил, приспособлявание постепенно развивается через комбинацию организационного успеха и определенное руководственное направления. Это потому что организационная культура очень долго и тяжело строится, но также и меняется. В этом смысле Чарльс Швоб констатирует:“Когда бы все мои фирмы сгорели, это не было бы большой утратой, фирмы можно построить за несколько лет. Но, когда бы культура моих рабочих была уничтожена, то были бы невозместимые потери, потому что организационную культуру невозможно построить за несколько веков. “Топ менеджмент и лидеры должны строить философию, что все изменчиво, а только перемены постоянные и что ничего не длится так долго как временные решения.

В предшествующем контексте надо иметь в виду время в котором жил и работал американский король стали. Сегодня требуется, чтобы рабочие быстро принимали новые организационные и культурологические решения. Чтобы это осуществилось, рабочие должны заниматься и упражняться как отвыкнуться и забыть устаревшие или классические правила организационной культуры. Значит в современных условиях надо сначала забыть на традиционное и классическое, чтобы было принято новое и современное. Здесь стереотипы как и в других областях могут являться большой проблемой. Из-за этого менеджмент должен разбить устаревшие мнения, которые навязаны прежде чем

был рассмотрен их смысл и оправданность. Пример представляет неприязнь японского стиля в американских компаниях, или в компаниях где большинство рабочих западноевропейцы. Долгое время верили что японский стиль ведения дел и вообще японская организация и культура неприемлемы для американских компаний. Но, когда эта же введена в некоторых американских компаниях, успех был больше, чем в самых японских компаниях в Японии[6].

После приведенного менеджмент должен спроектировать структуру способную сохранить и развить организационное приспособление. Менеджмент совершает то одновременно усиливая и подерживая организационную суть философии или ценности удовлетворени уже суествующих потребностей и улучшени руководства. В приведенном контексте важно сказат то что Herb Kelleher, директор Southwest Airlines-a, сделал для своей фирмы. Southwest от малой компании из 1971 года стала четвертой в мире по размерам и прибли авиокомпанией в 1999-ом году, созданием сильной культуры. В этой компании менеджмент дал большую свободу рабочим, что положительно повлияло на нововедени. В целях увеличения успеха рабочих компания создала культурный комитет. Здесь спонтано отмечаютс времена года, рождественские праздники и банкеты. В время, между празденствами, рабочие увеличивают интенсивность труда и развиват межличностные отношения. Чтобы была создана организационная культура владельц т.е. менеджер должн желать успеха. E. Schein, известн теоретик организационной кльтур требует от рабочих и ученых тренировку. Это значит, что член организации должны одни других учить организационным ценностям, верованиям, ожиданиям и поведении. Речь о пользовании различными механизмами, такими как формулировка рад ценностей компании и писменное определяет осведомление рабочих с ними. Известная американская компания American Express определет ряд ценностей: на первом месте интерес клиентов, постоянное улучшение качества услуг, уважение личности каждого человека, соответствующий способ поведения, презентации группового труда и уважение окружения в котором живетс и работаетс. И другие компании разввают систему ценностей, которая впитывается в организационную культуру[7].

Для успешного развития организационной культуры надо оформить и социализировать организацию. Это организация в которой каждый человек учитс ценностям, нормам и поведению, обеспечивающему ему место в организации в которой работает. Социализация утверждает организационную культуру и от аутсайдера делает функционального инсайдера, выдвигая вперед основные организационные ценности и верования. В General Electric-e обеспеченность рабочего места и работы зависит от личностей, которые могут наибоыстрее и наилучшее приспособится и принть новые деловые вызовы. Обучение должно быть постоянным, менеджмент постоянно приобретает новые знания в области искусства ведения дел. Благодаря социализации рабочие General Electric-a вклены в систему соревнования и самоуверенности. В этой компании подчеркивают, что социализация может быть неудобна для пришельцев (так называемы новобранцы), учеников, практикантов. Они должны приспособится или пропадут. В этом смысле важно формулировать фазы организационной социализации и дать практические примеры в организации социализации.

4. ПРАКТИЧЕСКИЕ СОВЕТЫ ДЛЯ УСТАНОВЛЕНИЯ СОЦИАЛИЗИРОВАННОЙ ОРГАНИЗАЦИИ

Факт что каждая организация уникальна, т.е. не существуют две одинаковые организации, не смотря что на первый взгляд может показаться что речь о одним и тем же или похожим организациям. Потому и совет для установления социализированной организации надо принять условно. Практика показывает что концепт, т.е. эффект в других оргенизации и ситуациях могут быть безэффективные и могут дать совсем противоположные эффекты. Но, корпоративня практика показывает что в создании социализированной организации эффективно пользуютс следующие советы и рекомендации, а именно:

- Менеджмент должен избегать крайности, особенно когда речь идет о кадрах, которые принимаются в организации. Это потому что новопринятые на работу чувствуют и совершают работы, приводимые очень часто к стрессу.
- Этап столкновения в процессе социализации очень важен. Исследования новопринятых на работу счетоводов показывает ,что частотность и тип информации, приобретенных в первых шесть месцев работы самые важные в формировании организационной культуры и поведения. В процессе приспособливания ключевую роль имеет низший менеджмент. От этого уровня зависит с какой скоростью и качеством новопринятые на работу включаются в организацию, но и с каким

темпом будут меняться уже существующие правила и будут приняты новые правила организационного поведения и культуры.

- Поддержка в процессе включения новопринятых на работу различна и зависит от людей, которые включаются в организацию, но и от менеджмента, управляющего процессом социализации. Рекомендуются менеджерам пользоваться ситуационными и индивидуальными подходами, т.е. каждому рабочему прити на соответствующий способ, в соответствии их интеллектуальным характеристикам, желаниям и интересам.
- Организация может идти вперед обучая новопринятые на работу пользоваться предворительным социальным поведением. Студия о 154 профессионалов на начальном уровне показала, что эффективное пользование предворительным социальным поведением влияет на озабоченность и стресс во время первых месяцев работы, и на их мотивацию и обеспокоенность шесть месяцев спустя.
- Менеджеры должны обратить внимание на социализацию различных рабочих. Исследования показывают что различные рабочие, особенно неспособные, показывают различные активности от других. Эти различные опыты влияют на их успехи и удовольствие самой работой.

Ясно что правила проведения социализации в организации различны и что менеджмент в зависимости от своих способностей в большей-меньшей степени пользуется приведенными правилами, т.е. рекомендациями. Опыт показывает что при установлении социализированной организации пользуются наставники, т.е. менторство. Это процесс формирования и одерживания интенсивного и долгосрочного отношения развития между старшими и младшими (менторами и практикантами). Современное слово ментор приходит из греческого, и представляет мудрого и уважаемого советника в греческой мифологии.

Менторство является важной частью развития высоких достижений культуры по трем причинам. Первое, менторство способствует созданию чувства совместности презентацией организационных ценностей в самой организации. Другое, общественный аспект менторства обеспечивает чувства принадлежности. В конце, менторство увеличивает обмен у членов организации, с помощью чего создается эффект синергии при осуществлении определенных целей[8].

Опыт Darryl Hartley-Leonard-a в Hyatt комплексе гостиниц показывает в которой степени хорошее отношение с генеральным менеджером, принявшим его на работу, может изменить его жизнь. Он говорит: "Если у вас пять людей одинаковых способностей, тот кто получит ментора будет в преимуществе." Значит, у лиц с менторами больше продвигали по службе, были динамичнее, довольны своими карьерами, и у их прибыли были больше, чем у тех без ментора. Влияние ментора на прибыль было больше когда ими были белые мужчины. На пример, студия1028 МБА абитуриентов обнаружила, что у тех у которых менторы были белые мужчины, в среднем ежегодные компенсации были больше за 16,840\$ тех, у которых менторы имели другие характеристики. Та же тенденция открыта и у не-белых. Исследование 270 афроамериканцев оба пола, различного уровня образования, показало, что те у которых менторы были белые заработали 9,794\$ больше тех у которых не было менторов.

Помимо очевидного эффекта на разбитые рабочих, менторство усиливает эффект организационной коммуникации. Менторство усиливает интенсивность вертикальной коммуникации в обоих направлениях, и обеспечивает механизм приспособливания или укрепления организационной культуры. Компания которая приняла 65 служащих в 1998., побуждает пришельцев обедать с каждым из десяти менеджеров, составляющим менеджерскую группу. Эти неформальные встречи позитивно влияют на усиление вертикальной коммуникации и усиление ценностей в организации.

В исследовании также рассматривается мобильность связана с восставлением менторских отношений[9]. Две ключевые причины обнаружены. Первая, больше шансов для восставления менторских отношений существовала когда ментор и опекаемый разделяли одни и те же мнения, философии, личности, интерес, происхождение и образование. Этот тренд согласуется со студией, которая показала, что менее вероятно что афроамериканские и латиноамериканские абитуриенты осуществят менторские отношения с белыми мужчинами, чем их белые коллеги. Вторая, чаще всего менторские отношения включали мужского ментора и опекаему женского пола.Этому тренду три причины:(1) Женщины недостаточно представлены на высоким позициям, (2) женщины меньше, чем мужчин хотят стать менторами, (3) существуют многочисленные личные, групповые и организационные препятствия, которые тормозят отношения между рабочими, различающимися между собой.

5. ЗАКЛЮЧЕНИЕ

Предшествующий анализ и исследование показали большое влияние организационной культуры и поведения на деловой успех. Хотя нет универсальных правил для восполнения организационной культуры, через практические советы и рекомендации указано на некоторые, которые могут быть полезны менеджерам и деловым людям вообще. Установление приспособляющей организационной культуры важнее других, это само собой понятно поскольку речь о современности, которая требует приспособляющую культуру и поведение, чтобы эффективно ответить на новые вызовы и неизвестность в которой сегодня живем и работаем. В работе также приведены и советы как восполнить приспособляющую культуру и социализованную организацию, с особым взглядом на наставничество, которое мало известно в организационной теории, особенно когда имеются в виду современные организации.

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ДОВЕРИЕ КАК ФАКТОР СОВРЕМЕННОГО БИЗНЕСА

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Резюме: В современном бизнесе тяжело осуществить стратегические цели и исполнить ожидания стейкхолдеров. Показывается, что менеджмент никогда не находился в ситуации более тяжелой, чем сегодня, потому что ожидания групп постоянно повышаются, а конкуренция все больше повышается и представляет собой лимитированный фактор для осуществления ожидаемых успехов. В приведенных обстоятельствах топ менеджмент не редко пользуется и запрещенными средствами, чтобы осуществить заданные цели и ожидания стейкхолдеров.

(Не)Доверие сегодня является важным элементом в менеджменте и вообще в бизнесе. Доверие в мире высоких колебаний и большой конкуренции в меньшей мере присуще. Оно охватывает доверие, существующее среди рабочих, между рабочими и менеджментом, между субъектами в маркетинге и конечно оно существует и между менеджментом компаний и деловым окружением.

Цель статьи рассмотреть проблему (не)доверия в современном бизнесе.

Ключевые слова: доверие, модели доверия.

1. ВВЕДЕНИЕ

Некоторые исследования в США подтвердили, что в деловом мире существует кризис доверия, т.е. недоверие присуще во всех сегментах корпоративной деятельности. "Приблизительно половина менеджеров не верит своим лидерам. Результаты Голин Харисового исследования проведенного в Америке в 2002. году были мрачными: 69% опрошенных согласилось с изъавлением "Я просто больше не знаю кому верить". В том же году Университет в Чикаго исследовал 800 Американцев и утвердил, что больше у четырех пятых - мало или почти ничего доверия в людях, ведущих большие корпорации. Еделменов барометр доверия также показал что 62% взрослых в 20-ти странах в декабре 2008. менее верило в корпорации, чем в году назад." [1] Правда, доверие в апстрактные лидер компании различается от доверия своему директору, а некоторые компании и директор в общем считаются доверчивым; но общий тренд беспокоит.

Недоверие становится беспокоаивающим феноменом, потому что водит к вредным, а нередко и к фатальным проблемам. Случай Энрона, который разорился из-за подделки финансовых отчетов и показывания ложного состояния в бизнесе, т.е. в фармацевтических, автомобильных и других компаниях, которые делали плохие, т.е. недостаточно качественные продукты, является вершиной ледяной горки, показывающей что бизнес перед большими вызовами, что касается сохранения доверия, как ключевого фактора успеха.

Проблему усложняет доказательство, что доверие трудно приобрести, а легко потерять. Компания годами старается приобрести доверие, но быстро его можно потерять с тенденцией никогда его вернуть, т.е. недоверие часто может привести фирму к уничтожению. К счастью 50 лет исследования

в социальной психологии показало, что доверие не приобретается волшебной палкой, а само собой приобретается, итд. С другой стороны (не)доверие никогда не является в балансах как особый пункт, что означает его нахождение на маргинах, как не заслуживающего внимания, которое ему уделяется в долгосрочных планах осуществления успеха компании. Показывается, что недоверчивое рабочее окружение создает стрессное, угрожающее, непродуктивное и напряженное состояние, приводящее к плохим межличностным отношениям, а в конечном итоге и к плохим деловым результатам. Доверие, наоборот, создает условия развлекательного, продуктивного и приятного окружения. Значит, для управленческой структуры от решительного значения лучше понять доверие и создать атмосферу делового амбиента в котором будут развиваться и сотворятся качественные стратегии в управлении доверием. Понятно, что в деловом мире нет абсолютного доверия, так как нет и абсолютного доверия основного на параною. Пониманием мыслительных процессов, стоящими из-за решения дать или нет доверие, менеджеры могут создать окружение в котором доверие царит.

2. РАЗВИТИЕ ДОВЕРИЯ

Развитие доверия является очень сложной активностью управленческой элиты. Оказывается, что нет универсальных принципов создания доверия, и что они невозможны. Это происходит из того, что нет двух одинаковых организаций, как и два одинаковых человека, и что у каждого есть свои мотивы и поводы к определенным верованиям или к недоверию к кому-нибудь. Доверие создается во верху каждой организации и генеральный менеджер своим собственным примером должен показать, что какое-то достоинство ценит и уважает. В этом контексте менеджмент должен развивать определенный момент доверия между различными субъектами, которые непосредственно или посредственно ступают в контакт с компанией. Каждый менеджмент будет находить ту или иную модель формирования доверия, которая ему подходит и которую считает самой подходящей в данной ситуации. Это будет зависеть от многочисленных, а в первую очередь от социологических, культурологических, правовых, экономических и других условиях. Подробные исследования показывают, что макро или корпоративный уровень находится в кризисе, когда нет доверия между носителями деловых функций.[2]

В процессе создания доверия есть два субъекта. Первый кредитор, т.е. тот, который кому-нибудь за что-нибудь верит. Второй доверенный, т.е. тот которому можно верить. Для восстановления отношения доверия нужна готовность, но и интерес одного и другого субъекта создавать отношение доверия. В соответствии с приведенным доверие будет зависеть от кредиторов, т.е. их готовности к толеранции, уровню приспособливания и влиянии, имеющему в организации, а так и от доверенного, т.е. от ситуации в которой он находится, обеспеченности, различиям, интересам итд.

2.1. Фактор кредиторов

Толерантность. Деловая история показывает, что было мало речи о толеранции, а так и сегодня, к чему привело огромное присутствие классической организации и менеджмента. Значит бизнес считается рингом, в котором партнер старается задать как можно больше ударов противнику, в котором победители и побежденные, и где прибыль одной стороны является утратой второй. Практика показывает, что толерантные менеджеры в большей степени готовы верить, несмотря на то кто является кредитором. С другой стороны нетолерантные менеджеры настаивают все держать под контролем, не верят другим, часто и себе. Основные поводы для этого находятся в культуре и организационном поведении. Исследования, совершенные известным мировым антропологом Герт Хофстедом, указали что культура влияет на толеранцию. Японцы толерантнее западноевропейской цивилизации, потому что они заботятся о групповой жизни и работе, уважают мнение групп, и готовы ради группы отказаться от собственных мнений или интересов. Значит у японцев высокий уровень толеранции, что положительно влияет на корпоративный, т.е. национальный успех - ради группы они готовы отказаться от собственных мнений или интересов. Американцы, как индивиды защищают свои интересы, не готовы к компромисам и толеранции. Согласно с приведенным и организацией через которые отражается такая культура и организационное поведение иерархически основаны и противопоставлены между собой интересами, приводимым к конфликту, а тем самым и к неудаче. Следует исходить от того, что компромисс лекарство от многих болезней, никто не всегда вправе, и что надо отступить от требований, чтобы прийти к справедливым решениям.

Уровень приспособленности. Современный мир известен и неизвестен. В такой ситуации менеджмент, готов к изменениям и приспособливается к переменам, происходящими в окружении, в большей мере доверчивый. Чаще всего чувствуются хорошо, имеют позитивную энергию, и в

опасностях и в запретах ищут шанс. Значит, приспособливающиеся люди уверены, и как правило быстро приобретают доверие, верят, что ничего плохое с ними не может случиться. У неприспособленных людей, т.е. менеджерах тенденция видеть в многих вещах опасность, иметь негативную энергию, способную убить сильнее всех оружий, они недоверчивы и ожидают, чтобы другие им верили.

При низком уровне приспособленности, менеджмент должен создать такую атмосферу, в которой как личности, так и компании будут приспособливаться к окружению, в котором функционируют. В приведенном контексте надо быть терпеливым и попытаться усилить самоуверенность через уважение достигнутых результатов, исправление ошибок, итд. Высокоорганизованный порядок с повышенным уровнем дисциплины контрпродуктивен и дает плохие результаты.

Мощь. На создание доверия влияет и менеджерская мощь.[3] Чем выше позиция в иерархической пирамиде, тем больше вероятность, что менеджмент отдаст доверие личности и верит ей, потому что такую личность можно санкционировать, и отнять доверие. Между тем, поскольку у руководства, т.е. менеджера мощь малая, или он находится на нижних уровнях иерархической пирамиды, то он ревнивее и в меньшей степени готов отдать доверие отдельному человеку. Это особенно важно, когда речь идет не о настоящем авторитете. Например, генеральный менеджер может отдать задание своему помощнику, поскольку он ему верит и потому что он способен закончить сложное дело. Но, у заместителя председателя или помощника мала мощь наградить или наказать директора, но также и когда речь о других. Значит заместители и помощники более-менее вынуждены доверять своему начальнику, пока это не должен делать генеральный директор.

Менеджмент в современном бизнесе могучий и влиятелен. Наилучшие результаты достигаются путем договора и согласованием позиций, при этом важно не приносить решения без подробного специального анализа.

2.2. Фактор доверенного

Сегодня кризис доверия, в ширь и вглубь организации. Ежедневная практика деловых организаций показывает между прочим, что ни одно рабочее место не постоянно и что каждый может стать ранее или позднее излишним рабочим. Так не было в предыдущем периоде, где большинство рабочих оставалось в одной и той же компании на весь рабочий век. Пример высокой социализации организации бывшая СФР, у которой рабочие были защищены в отношении рабочего места и осуществлении рабочих прав. К группе факторов доверенного, влияющих на создание доверия, принадлежат: уверенность, сходство, уравновешенность интересов, намерение, оценивание доверенного, качество коммуникации.

Уверенность. Этот фактор Маслов считает важным для мотивации людей в достижении лучших результатов работ. Здесь речь идет о обеспеченном рабочем месте, жизни, здоровье, итд. Если рабочие считают или верят, что их работодатели или менеджеры защищают в определенных ситуациях, то значительный фактор мотивации в компании. В мире больших неизвестностей, уменьшается фактор уверенности, а увеличивается неуверенность и неизвестность с многочисленными последствиями. Здесь надо иметь в виду закономерность: “Сколько вклад увеличивается, вероятность доверия снижается.” Генеральный директор может отдавать какие-то работы своим сотрудникам или помощникам. Но когда речь идет о делах стратегического значения, их нельзя отдавать. Эти работы доверяются только людям, находящимся на самом высоком уровне иерархической пирамиды.

Степень сходства. В глубине души мы еще храним хорошие чувства, являющиеся результатом стереотипа. Оказывается, что отдельные люди верят тем с которыми похожи, т.е.с которыми разделяют одни и те же или похожие системы ценностей. Сходства могут включать в себя совместные ценности (как сильная рабочая этика), членство в определенной группе (как местная церковь или даже полюс), и общие характеристики личностей (экстравертность, нпр. амбиции). Когда отдельные люди решают сколько будут верить кому-то, часто начинают так что сравнивают сходства и отличия, при чем те которые отличаются, а часто и исключения, трактуются как недоверчивые и нежеланные в обществе.

Пример принятия на работу это очевидно показывает. Работодатели часто решаются трудоустроить те которые ведут себя как и они, говорят похоже, похоже одеваются, имеют схожие взгляды на мир. Это частично является причинной из-за которой компании с ярче враженной культурой общепринятых ценностей - особенно когда они включают искренность, интегритет и честность - больше верят, чем компаниям у которых этого нет. Хороший пример Квиктрип, мини-маркеты с больше 7000 рабочих, которые между 100 лучших компаний в которых можно работать, по словам журнала Фортуна, в течение последних четырех лет. Одна из основных ценностей компании: сделала настоящую вещь для рабочего и для покупателя. С другой стороны недостаток сходств и общих ценностей объясняет

почему, во многих организациях, менеджер трудоголик, сомневается в рабочих: труднее верит людям различающимися от нас.[4]

Уравновешенность интересов. Интерес это значительная ткань, связывающая людей и способна влиять на доверие. Когда интерес стейкхолдеров уравновешен, доверие логический и рациональный результат определенных активностей. Классический менеджмент исходит от того, что общие интересы важны, т.е. что у всех одни и те же интересы. Но, в реальности у людей и общие и отдельные интересы. Успешные лидеры исходят от личных интересов, при настаивании, что осуществлением отдельных, осущетвлятся и общие интересы.

Проблема уравновешенности особенно видна на реляции рабочий-менеджмент. Пока с одной стороны увольняют с работы, с другой стороны руководство награждается. В такой ситуации рабочие не верят в менеджмент, потому что нелогично что между теми которые увольняют нет менеджеров. В цели увеличения доверия менеджеры ограничивают удобства руководящему kadру, а сами отрекются от бонусов и других удобств.¹ Значит, уравновешене интересов вводит к созданию доверия, неуровновешение к сомнению и недоверии. Транспарентность одного из механизмов с помощью которых увеличится доверие между различными группами.²

Хорошее намерение. Доверие является проблемой не потому что люди злые, а потому что часто эгоцентрические и что много думают о личных интересах. Ежедневная практика показывает, что рабочие часто не верят генеральному директору, и б то что он будет бороться за их интересы, потому что в основном руководствуется собственными интересами. При этом не понимают законы, определены Емерсоном “что человек сначала должен подарить, чтобы ему подарили”. Менеджмент, который готов принять риски, который интересуется рабочими, создаст доверие в компании и положительную атмосферу в разитие хороших межличностных отношений.

Компетенция. Компетенция доверенного важна для создания доверия. Менеджеры как и обкновенные люди, оценивают специальность сотрудников в делегировании определенных полномочий. Компетенция важна на одиночном, грпповом и корпоративном уровне. Менеджеры недоверливы к финансовым знаткам. Акционеры будут недоверны к ряду директоров. Покупатели не будут верить фирме, неспособной удовлетворить их требованиям.

Оценивание доверенного. Доверенный, поведение которого заранее можно предвидеть, будет стоить внимания. Тот, поведение которого изменчиво, вызовет сомнение. Здесь речь идет о том совершаете ли то, что Вы сказали что будете совершать. Речь идет о целостности - совершаете ли то . что Вы сказали сделать. Доверенные, которые одно говорят, а другое делают теряют целостность. Аудио запись не соответствует видео записи, мы в замешательстве, не знаем кому верить. Результатом является недоверие.

Корпоративная практика показывает что большое количество менеджеров много обещает, а мало выполняет. Эти люди доброжелательны и хотят работать, но их энтузиазм, а часто и неосторожность, приводит к обещаниям которые не могут выполнить.

Качество коммуникации. Качественная коммуникация ключевой момент в создании доверия, потому что (не) доверие касается отношения между людьми. Не поражает тот факт, что открытая и качественная коммуникация ключ создания доверия. Хорошая коммуникация увеличивает доверие, а плохая коммуникация ызывает сомнение. В многих организациях плохая коммуникация вызывает чувство измены у рабочих, что приводит к ее большему перерыву коммуникации и в конечном итоге до полного недоверия, т.е. ситуации в которой никто никому не верит.

Корпоративный менеджмент должен понять факты, влияющие на создание доверия между рабочими, но и между различными группами, которые посредственно или непосредственно осуществляют свои интересы в компании. После приведенного менеджеры могут фотмировать политику и стратегию управления. Это логично имея в виду, что можно успешно править только тем, что нам хорошо известно. Проблема с доверием состоит в том, что оно тяжело приобретается, а очень легко терется. Потерянное доверие можно вернуть, если лидеры постоянно реализуют хорошие модели поведения.

¹ Компания Whole Foods Market применяет правило по котором директор не может заработать больше 14 средних зарплат рабочих: в 2005. директор Джон Мекей отрекся от бонуса в 46000\$.

² В книге“Fer procedura: Upravljanje u ekonomiji znanja“ (HBR juli/avgust 1997), V. Ćen Kim i Rene Moborne описывают как прозрачность, строгая процедура вводит к высшим уровням организационного доверия. Больше можно доверять людям на нижих, чем на высших уровнях пирамид. Это значит лидерам доверия не нужны титулы, мощь, материальное богатство итд. В этом смысле можно заключить: “Прошу лидера встать. Но, не имею в виду председателя или человека с самым звучным титулом, а того кто тем действительно и является. Не имею в виду того у кого самая высокая зарплата, а того, кто должен принять риск. Не того, кто выдвигает себя на первый план,а других. Не того, кто ожидает, а того, кто двигается. Не того, кто берет, а того, кто дает. Не того, кто говорит, а того, кто слушает...”

3. УПРАВЛЕНИЕ ДОВЕРИЕМ В КОМПАНИИ

Доверие представляет основной камень в приобретении наклонности рабочих, создает положительные рабочие отношения в рамках групп и позволяет персоналу победить стрессные ситуации и неуверенность в рабочем окружении. Этим способом устранено классическое заблуждение в организациях, царящее долгое время и у которого и сегодня сторонники. „Доверие мать обмана“. Новый менеджер может считать, что доверие будет расти под его руководством. Эффективный менеджер не принимает доверие просто так. Доверие дано или заслужено, оно не тербуется. Компании, больше всего говорящие о доверии, в общем мало работают над усилением его. Доверие и мощь не соразмерны. Не значит, что больше всего доверия есть на самом высоком уровне иерархической пирамиды. Больше можно доверять людям на нижних, чем на высших уровнях пирамид. Это значит лидерам доверия не нужны титулы, мощь, материальное богатство итд. В этом смысле можно заключить: “ Прошу лидера встать но, не имею в виду председателя или человека с самым звучным титулом, а того кто тем действительно и является. Не имею в виду того у кого самая высокая зарплата, а того, кто может принять риск. Не того, кто выдвигает себя на первый план, а других. Не того, кто ожидает, а того, кто двгается. Не того, кто берет, а того, кто дает. Не того, кто говорит, а того, кто слушает...”³

В цели развития доверия в организационну систему, менеджмент компании должен принять следующие меры и поступки:[5]

- Одержать данное слово и не давать ложных обещаний,
- Обеспечить быстрое и качественное информирование,
- Убедить рабочих верить в вииии и мисии, мотивировать их реализовать,
- Быть последовательным и надежным,
- Иметь возвратную информацию о способе реализации мисии компании,
- Быть моральным, принципиальным и общественно ответственным,
- Вверить и поддерживать групповую работу
- Быть привержен рабочими и их целям, т.е. интересам.

Значит, обещство и успешные группы могут суеуществовать, только когда доверие согласно и продуктивно на всех уровнях, потому будьте верными, будьте искренними, готовыми к сотрудничеству, экономьте время и свое и других людей, будьте всегда любезными и сердечными. Приобретайте доверие, верьте в других, поскольку как уже сказано доверие не требетеса а приобретается.

4. РЕЗЮМЕ

Доверие - мера качества отношения между двумя людьми или между рабочими и организацией. В полностью предусмотренных ситуациях, о доверии не следует говорить, когда точно известно, что надо ожидать. Турбулентность, сопровождается закрытие заводов, объединение фирм, уменьшение числа рабочих и изменение модели введения дел, представляют плодотворную почву для создания и развития недоверия.

Проблема недоверия кажется еще больше в кризисных ситуациях. Оказывается, что в периодах кризиса, проблема доверия еще больше. Оказывается что в периодах кризиса намного больше людей недоверят менеджерам, что беспокоивает, поскольку малодоверчивое окружение создаст и более сложные проблемы. В приведенных ситуациях люди теряют самоуверенность, что отрицательно влияет на успех корпорации.

Менеджмент несет ответственность за состояние в компании, даже и когда существует высокий уровень недоверия. Доверие трудно приобрести, а легко потерять. Оттуда и необходимость управлять доверием и обеспечивать подходящую атмосферу за создание и развитие (не)доверия, значительного невидимого элемента активности компании.

³ С. Willam Pollard, председатель компании The Service Master Company, пока ее возглавлял была одна из лучших в мире бизнеса.

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RESEARCH CENTERS AS MECHANISMS IN DEVELOPING BUSINESS ETHICS

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Summary: *In the modern business, a new business paradigm that is very interesting to business people and organizations was created. This paradigm points out and proves that success or stability of companies can and must be measured not only through traditional financial results, i.e. net income, but also through its social-ethical and ecological actions. The basis of this paradigm is economic, ethical and environmental dimension, or 3E, and based on that basis successful organization of corporate type function today. These three dimensions are interrelated and constitute a unique entity in which any change in one the elements cause changes in other elements, but also in the environment in which organization function. The goal of this study is to indicate the ethical dimension, to emphasize importance of business ethics and research centers for business ethics which are more and more important in developed market countries of the world and which are instruments for promotion and implementation of ethical business and behavior in companies.*

Key words: *research centers, business ethics, business.*

1. IMPORTANCE OF BUSINESS ETHICS FOR CORPORATE SUCCESS

Business ethics and business success are in a vertical proportion. Therefore, increased use of ethics in decision-making and implementation of managing decision brings more long-term corporate success. To implemented business ethics in corporate practices, it is necessary to convicted senior management in the accuracy and reality of previous statement, and if we want that to happen, it is necessary to provide education of future managers through educative system about the importance, the place and the role that business ethics and corporate society responsibility have for business success. Managers are just like the agents and principals of the owner responsible for the consequences of its action in the area which is slightly wider than sphere that is determined by legal frameworks of a state, that it, normative acts that are passed at the company level. Decisions made by a strategic management have strategic importance, both on the success of the corporation and the environment in which company acts. Researches shows that management decisions of highest level must be quick, quality, and based on ethical principles. If one of these characteristics is missing or is incomplete, the decision will be defective and will not provide proper results.

The above-mentioned concepts were emphasized in mid-1970s of the last century. The need for ethics and socially responsible behavior were further intensified due to increased social and ethical riots and numerous strategy scandals, such as the Watergate, corruption in aviation industry, and recently destructions of Enron, WorldCom-a, Parmalat, and Tyco, as well as numerous corporate affairs without precedent that have occurred in transition countries often in collusion with state, in the form of organized crime. The need for introducing business ethics and corporative social responsibility have occurred first in the developed market countries of the world, which is logical, as the largest number of managerial-organizational innovation mostly originate

from these countries, and other countries have been followers in the application of what's created to the west. In these countries issues of security, economic, legal, and cultural and other problems appeared first, however, precise analysis shows that the European business ethics and social responsibility have certain characteristics in relation to business ethics and corporate social responsibility of the USA, Great Britain, and especially in relation to Asian and other countries.

The basic distinction between European and American-British business ethics and social responsibility is in the fact the European aspect of mentioned phenomenon focused in a broader context, or environment, which means on the cultural, legal, political and social aspect. It means that in practice certain concerns is focused on permanent contacts and negotiations with different interest groups in order to provide balanced decisions in which all constituents should be satisfied. In Europe, there are extremes in which some constituents will gain drastically, and others have lost. It means that full attention is dedicate to constant contacts and negotiations among interest groups, as a result of European traditional legal heritage, but partially from cultural dialog and negotiation in relation to the American-British practice. An adopted position is that chain is strong as the weakest link in it. That is why European Union, through legal, or ethics system is trying to balance interests, procedures and processes. In the case of USA and England culture and ethics, some of the constituents gain, and other radically loses in approaches that are more radical.¹ Accordingly, legal and ethical practice products produce winners and losers. Therefore, interest groups in these societies have fewer chances at negotiating tables, and much more in the courtrooms. In one word, the European business ethics emphasize bigger collective responsibility of community, i.e. family, the company and the society, while in the USA is actual individual responsibility. Specified products have serious implications in the corporative social responsibility and business ethics especially in achieving satisfaction of all interested groups.

2. RESEARCH CENTERS AS THE NEW WAY TO ADVANCE BUSINESS ETHICS

One of the ways to promote and practicing of ethical responsible management is to form a research centers for business ethics. They represent organizations dedicated to research what is good and right for individuals or groups of engaged in business activities. Centers for business ethics investigate, analyze, and formulate methodology, i.e. mechanisms for implementation of ethical principles for making management decisions. The aim is to develop an ethical system of values and promoting the best possible practices in the world or turning theory to practice and including ethics in all business corporative activities.

Centers for business ethics are non-profit organizations and mostly operate in the scope of business schools and universities. Some centers are independent. Funding and supporting of centers provide institutions in which they act or corporate and individual donors, government assistances, and activists engaged in collecting of funds. Analyses show that it is in practice all sources of funding are combined, and that some centers are making financial means through consulting activities. Centers are usually small organizational units, having a director, one or more paid persons with full or partial working hours, one or more researchers and associate-volunteer. At universities and faculties, students are members of the centers, and manager is usually assistant or teacher of business ethics. Developing of computer techniques and technologies led to virtual centers which cost less, and allow for greater efficiency in gathering data or research were created.

At the beginning of the third millennium, there were more than 200 centers for business ethics around the world. The largest number, more than 120 is situated in the United States, which is natural, since the first centers in this country appeared 1970s, and ten years later in Europe, Canada, and Australia. Among elderly centers is the Center for business ethics at Bentley College in Waltham Massachusetts, which was established 1976. During the 1990s, Latin America, South Korea, Hong Kong, Japan and South Africa have demonstrated the interest for creation of research centers, and at the beginning of the third millennium developing countries too, i.e. transition countries. Management as science and profession has long experience regarding to applying of business ethics using corporative ethics codes, as well as numerous analysis which are neglected, but which provide a solid basis for further improvement of business ethics.

2.1 Functioning of the Research Centers for Business Ethics

Regardless of the differenced in the form of organizing, all research centers for business ethics are oriented to stimulating, support, lead and promoting of research in connection with the business ethics and corporative

¹ An example is resolving problem of Kosovo in Serbia is the best possible way to show that. Resolving of this problem bears historic, legal, and ethics norm. During known negotiations on Kosovo status, United States have just confirmed the cited concepts and through Ahtisaari's proposal maximally offered Kosovo Albanians all, in order to Serbia lose everything and became a big loser in this specific case, but extremely humiliated country too.

social responsibility. Most centers have more functions, while the most often combines research and learning, as well as preparing material for learning, organization of conference at which they will published results of researching or announce researches on certain issues in the field of ethics and social responsibility. Prestigious and renowned centers for business ethics provide consulting services to companies and other organizations making additional financial resources in that way. Recently, centers issue bulletins or magazines about business ethics, or publish publications and thorough researches on the Internet. Bearing in mind the phenomenon of different problems from sphere of ethics, specialization of certain centers for specialized branches of business ethics such as the media, health care, education, tourism, hotel management, etc is present. Regardless of the level of specialization, the fact that business ethics is complex phenomenon, and that ethicists must have some common basis, i.e. universal knowledge and skills, which should be upgraded with specialized knowledge relating to certain areas or sectors is obvious.

To development of centers for business ethics US legislation has contributed, which is in the state's punitive directives, ethics was introduced for the first time in 2004, unlike in the past practice, which is based primarily on respect for regulations and legal rules and behavior. In this context, much more attention is given to corporate culture and organizational behavior, in which ethics system of values should have special place and role. Research centers influenced on the development of managerial technologies and mechanisms for defining and implementation of ethical principles, providing them "place under the sun". This is more important due to fact in the United States still dominate legalistic access to conducting business, i.e. access in which it is essential to respect legal framework. This shows that laws unfair passed by the ruling elite, in order to facilitate certain privileges, which shows that between the right and justice there is no sign of equality. In the above-mentioned context, ethics, as a branch of philosophy represents superstructure of society through which is possible to promote what is good and fair, and what is bad and unacceptable.

2.2 Impact of Research Centers on the Development and Promotion of Business Ethics

Frequency of national and corporate scandals in various spheres imposed certain education issues and the dilemma: whether the business schools and universities for business dealing with education, i.e. whether through teaching plans and programs ethical dimensions in decision-making strategy management decisions, from which is expected to arise ethical decisions of a lower-level is highlighted.

In other words, dilemma that whether there is satisfactory engagement in promoting needs for ethical behavior in relation to declaratory accepting of this idea appears. Dilemma is not groundless, because it shows that in schools that educate professional ethicists, there is unauthorized use of the means during the exams, or when it's about (non) ethical treatment and behavior. Another question is to what extent educational curriculums of Business School (High Business School) correspond with business ethics. Second question is how much harmony exists between words and deeds because researches shows that 95% of the respondents in American companies accept ethical positions, i.e. only 4% of the respondents state they agree to what US Nobel laureate Friedman said: "The American corporations have only one purpose, and it is to make the largest possible profit for its shareholders". Therefore, the conclusion is clear and says that there is a consensus on the need of applying ethics in business, but its application omitted in corporate governance i.e. in management practice dominated M. Friedman's attitude that the concept of business ethics and corporate social responsibility is "fundamentally subversive doctrine in a free society". Researches showed that many business schools use ethical dimension in teaching plans and programs for education of future managers. Curriculums are dominated by the economic dimension, which means that the main task of corporate management is to achieve higher interests to owners and to provide satisfactory growth and development of the company. Top priority is given to economic dimension. Ethical dimensions in the above mentioned context is almost excluded, which is limiting factor for the realization of increased financial success. Analysis in the United States show that decisions on the involving of business ethics in business are different, that in Great Britain by in-depth reports from 2004 is marginalized, and in Australia is a peripheral thing in the educational plan and that it is not being taught, even in the scope of management course. Universities that under its "auspices" have research centers for business ethics much more easier will receive accreditations of teaching plans and programs, and at the same time, they become subject to more intensive interest for studying. At the same time, research centers for business ethics at universities are trying to have an active role and to get involved through training courses or individual classes in educational process. According to this, there is rich experience in the Bentley University where the training of great number of faculty employees was carried out on how to implement an ethics dimension to their working places i.e. in some parts of organization. Other faculties develop competitions in which the teams compete to diagnose ethical problems and giving alternative solutions for their elimination or prevention. The winners in these competitions promote themselves and their interviews publish in bulletins or other publications issued by centers.

Relatively large number of companies has adopted ethical business standards and behavior through codes in which certain elements of system of values that company is trying to promote are precisely cited. However, the problem of application of adopted codes is the fact ethics and morals are certain forms of social awareness that is difficult to accept and slowly changing. Finally, analysis of Enron case shows that it has had rigorous ethical principles and principles, but that was only on paper and words.²

However, the introduction and development of centers for business ethics has no alternative. A large number of companies demonstrate ethical business through making even with centers for business ethics and ensuring their financing. Some centers had taken the name of its sponsors; others have received financial support from certain companies, to the establishment of strategic alliances for the establishment of its own centers. Particularly significant step in promoting business ethics was the establishment of Business Institute for corporate ethics in the Darden Graduate School of Business Administration, the University of Virginia. 160 executive directors of leading corporations are associated here, and the institute is linked with business schools with the aim to build and maintain public confidence in the market on the grounds of corporate ethical principles. Institute has been active in maintaining of round tables, symposiums, and other events on which they debates on certain ethical problems. Permanent training for employees is also available at the institute regarding improving competition, as well as the conditions for successful developing of business ethics and corporate social responsibilities.

One of ethical dilemmas that emerged in mid-first decade of the third millennium is that centers for business ethics should use corporate money or name or not. Regardless of the different access, funding of ethical centers by the individuals, or united corporations may not be of great benefit for centers that possess limited and insufficient funds in spreading sources, capacities and program development so the more effective work could be possible. However, corporate money could be and ethical problem too that must be consider by recipient i.e. center, as well as donor. Therefore, it is very useful for both partners to respond to some of the important issues and those are:

- Whether the values and mission of both partners are proportional and whether this is fitting in really good?
- What are the conditions of financing?
- What security measures will not imperil objectivity of researching?
- Are there real or potential conflict of interest?

The problem can become more complex if a corporate sponsor gets a bad publicity in the media or in the business circles. In this case, a dilemma whether center should to return accepted donation or to change the name or both things exist. Alleged refers to the caution of each side to assess risks of getting into partnership and to agree to harmonize through practical acting, so neither partner is going to suffer but harm of the overall partnership relations too, which are much more important than sum of partial interests. Surely, the responsibility of ethical centers on these issues is a great, which is logical because those who are dealing with promoting ethical standards must be even more careful not to make an ethics problem in its business.

2.3 Methods Of Researching

Research centers for business ethics have positive impact on business, but developed business, especially through testing of theoretical assumptions of research centers in collusion with acts on research centers and therefore need to research centers for business ethics possess interdisciplinary knowledge and skills, in order to comprehend business problems with all parties and according to the principles of research works. Dominant place in researching projects should have economists and those who are dealing with business, sociologists, psychologists, theoreticians, and practitioners of organization and management, ethicians, philosophers and theologian who deal with systemic development and application of moral norms and normative theory. Well integration of mentioned experts creates conditions for the achievement of synergetic effects in the researching. Practice shows that research methodologies in centers are different, which is conditioned by different cases of research, research goals and availability of sources, as well as expertise of researchers. Some centers carried out empirical researches using quantifications, such as analyzing the cases, or interviews, or causing on a large number of samples, which can be collected through engagement of specialized agencies or organization. In other researches descriptive methods are used, which often arise from quantitative methods. Great number of research centers for business ethics uses so-called secondary sources of research, and those are annual reports of company, internal analysis and studies, corporate publications, open publications, media reports and comments. In certain researches is necessary description and theoretical abstraction, while in other will be implemented induction where it goes from an individual to general i.e. deduction as research from general to individual.

² Enron's Code of Ethics contains more than 60 pages.

The fact that researches include an increasing number of methods, in order to obtain results that are more objective is obvious. Given the complexity, there is a trend in creating numerous alliances, especially when it comes to joint operations of university and centers of business ethics, as well as inclusion of specialized organizations for collection, selection and analyzing data, and their transformation into information.

3. FUTURE OF RESEARCH CENTERS FOR BUSINESS ETHICS

Since the first research centers for business ethics in the United States to the present days, three decades have passed. Their establishment has proved to be fully satisfied, especially after increased ethical and social problems that originated from the riots of large business scandal. Number of centers throughout the world is increasing, because business ethics has all higher importance in achieving of corporate success. The higher awareness on individual, corporate and government levels that unethical running of a business dangerous and that, by the rule that could provide certain benefits in the short-term period, but it causing major damage in the long-term time. That's why introducing of centers for business ethics should be considered as organizational innovation. Accordingly to above-mentioned, each innovation in the management science and profession has perspective, provided that advances or improves the success in the global, national, or corporate level. This is happening and it will be happening in the future with business ethic and scientific research centers. They cannot survive from compassion in modern business, but only if they are aimed at promoting and implementing of business ethics. Therefore, creation and maintenance of the centers is not the goal of corporate management, but they should be understood as mechanisms for achieving defined goals by the strategy management.

In the above-mentioned contexts is the need for improving business culture and organization behavior, which in itself should to incorporate ethical dimension too. This is very complex and long-term process, but it shows that it is necessary in the world of growing competitiveness where partners want to work with ethical and socially responsible companies. The assessment is that research centers for business ethics in the next period will have to cope with four special challenges, those are:

- To overcome wrong attitude which dominates in business world, that respect for business ethics is the matter of implementing existing legal and other regulations,
- To integrate business ethics with other disciplines, in order to successfully cope with complex problems of modern business,
- To find innovative ways and mechanisms for implementation of business ethics in making strategy management decisions.

To establish criteria for measuring of ethical business behavior levels that still does not exist or their quality isn't satisfying. This problem is present, because it is well known that only what it can be measured, may be the subject of introducing and successful managing. Therefore, if we believe that the practice of ethical business is aimed at function of increasing corporate success, than it is a natural to try to develop criteria and instruments through which the managers, as well as other stakeholders with certain quantifications could set the level of realization of ethical principles and standards.

Perspective of research centers for business ethics is especially bright in transition countries. These countries do not have stable legal system or enough standards of moral or ethical business and business behavior. The problem also exist in still insufficient professionalized management which is not capable to achieve the goals in the most efficient and effective manner. Without this, it is difficult to ensure the success, especially because in transition countries great number of business scandals regarding to privatization, corruption, an illegal financial transaction is present.

4. RESUME

Business ethics and corporate social responsibility are the new systems of social values that are established or are going to be established in developed market countries of the world. This shows that companies that insist on implementation of ethical rules in business and which have responsibility towards adjacent countries are more attractive for investors, but also for other stakeholders, such as customers, consumers, suppliers, the local administration, etc. In one word, buyers and other interested groups wants to buy or to co-operate with ethical and socially responsible organizations, in relation to companies that haven't encompass or does not comply with principles and principles of ethics in its philosophy.

Research centers for business ethics are the new organizational forms that have occurred 1970s with the aim to promote the idea of Ethics business and to define what is good or properly for individuals, groups, and companies. Centers are non-profit, independent organization with different forms of design, with few

permanent employees, but with a wide range of personnel in the status of associates, usually without permanent employment. As managerial-organizational innovation, research centers have proved to be useful, with the assessment that they will have even greater importance in promoting and implementing of ethical standards of conducting and establishing of corporate social responsibility. This is particularly important for the transition countries and Serbia, in which there is no professionalized management and where ethics i.e. business ethics is not enough supported in business schools and universities that managerial staff. In one word, in transition countries business ethics isn't often used theme which resulted with numerous business scandals and affairs i.e. business transactions that are in contradiction with the legal framework of country, but also with moral principles of management and other stakeholders.

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PSYCHOMETRIC PERSONALITY ASSESSMENT IN ORGANIZATION

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Summary: *Considering that the nature of human's personality strongly reflects people's behaviour and their business performance, psychometric assessment of personality is even more intensive used in organizations, in various situations. The question that could be recognized as a problem during the efforts to apply psychometric tests in personality evaluation, is – which one of the numerous techniques, provided by different theories of personality, to choose in a particular situation?*

Therefore, the aim of the paper is, by pointing out some of the most often used techniques for assessing personality in organization, emphasizing their advantages, disadvantages, and the final effects of their appliance, to make a contribution to further popularization of psychometric personality assessment within organizations and among today's managers. .

Key words: *personality, organization, management, personality assessment*

1. ROLE AND SIGNIFICANCE OF PSYCHOMETRIC PERSONALITY ASSESSMENT

Having in mind the fact, that functioning of the organizations is in a great extent determined by the way organization's members behave, during the last few decades, organizational literature is characterized by emphasized facilitation of the area of Organizational behaviour. It represents the area of organizational science, that studies people's behaviour within organizations, respectively, the area that provides appropriate behaviorist knowledge to managers, relevant for their acquaintance to the nature of organizational members' behaviour, causes and consequences of their behaviour and also the possible ways behaviour could be directed. [1, 1].

One of delicate variables of man's behaviour in general, as well as his behaviour in organization, is man's personality. The personality is considered as variable that determines man's behaviour and his working performance in a long term. Familiarity with this variable provides recognition of man's consistent behavioral patterns and also makes possible the drawing of certain conclusions about man's intended actions.

Detailed knowing of this variable's content, enables managers to better understand and manage people or their behaviour, more successfully. Finally, it provides them more efficient managing, both, individual and total performance. In that sense, within the area of Organizational behaviour, psychometric personality assessment has become even more preferable. Actually, favoring the assessment of personality in organizations has to be viewed as a result of managers' efforts to intensify the usage of its achievements. As more objective and more precise, compared to a lot of others, less formal, predominantly more subjective techniques of personality evaluation, available to managers, psychometric personality assessment is used in various situations in organization (for example: selection of candidates for the specified job, selection of candidates whose career is to be developed, estimation if the candidates' transfer is suitable, estimation of candidates' rewards and promotions appropriateness etc.) [2]. The problem that may occur while the process of personality assessment is maintaining, is closely connected to the selection of one among others, numerous available techniques that might be used for personality estimation in a specific situation.

The thing that one has to bear in mind while choosing exact technique for assessing personality in organization is certainly a fact that, there exists different techniques that could be used for personality evaluation, presented by various personality theories. Observed from the aspect of organization itself and organization's management, the greatest usability is identified at „Myers-Briggs“ personality types indicator („MBTI“) and so called „five-dimension“ personality model („Big Five“, or „Five factor“ model). Here, we are dealing with techniques that have represented prevailing frame for certain types of personality identification and categorizing, during past twenty years [3, 139]. Considering that, in the text following, the techniques previously mentioned, will be particularly emphasized.

2. „MYERS-BRIGGS“ PERSONALITY ASSESSMENT INDICATOR

Authors of the so-called „Myers-Briggs“ indicator for assessing personality are Katherine Cook Briggs (1875-1968) and her daughter, Isabel Briggs Myers (1897-1980). Starting from a few criteria (the focus of person's attention, the way person gathers information, the way person makes decisions, the way person communicates with the surrounding world) previously had up theorists have defined four major dimensions of personality. These key dimensions are:

- introversion (I) – extraversion (E),
- sensitiveness (S) – intuition (N),
- thinking (T) – feeling (F),
- judging (J) – perceptiveness (P).

With „Myers – Briggs“ indicator assistance, one can actually gain insight in dimensions that person prefers in given situation. Thus, for instance, according to a focus of their attention, persons could be differentiated as extraverts and introverts. Considering way they collect and interpreted information, people could be divided into sensitive and intuitive. According to the way they make decisions, people could be divided into those whose decisions are based upon thinking and those who make decisions by following their own feelings. Considering the way people refer to the external world, they could be characterized as judging or perceptive.

By combining of different poles, extremes, of stated personality dimensions, Katherine Myers and Isabel Myers-Briggs have formulated totally 16 personality types. Those are [4, 147; 5, 34; 6, 62; 7, 352]: ESTP (gives attention to facts, careless, could be blunt or insensitive), ISTP (cold blooded, quiet, reserved and analytic, originally ingenious), ESFP (slow, acceptable, friendly, likes sport), ISFP (calm, sensitive, agreeable, moderate, relaxed), ESTJ (practice, realistic, born with sense for business or mechanics, likes to organize and start activities), ISTJ (serious, calm, practical, logical, reliable), ESFJ (affectionate, talkative, popular, cooperative, seeks for harmony, with a little interests in abstract topics), ISFJ (quiet, sociable, thorough, careful), INTJ (skeptic, critical, independent, decisive, genuine), ENTP (quick, genius, arguing for fun, tends to ignore routine tasks), INTP (quiet, reserved, enjoying scientific topics, little interested in conversation and fun), ENFJ (responsible, truly interested in other's thoughts or wishes, sociable, moderate in praise and criticism), INFJ (relaxed, persistent, conscious), ENFP (enthusiastic, ingenious, creative, efficient in problem solving), INFP (oriented toward learning, ideas and independent projects, wants a lot and gets a lot), ENTJ (affectionate, honest, decisive, leader).

In general, one may draw a conclusion that „Myers – Briggs“ indicator represents one of the frequently used ways for personality types categorization. On the one side, it is used in the purpose of providing assistance to individuals in their attempts to know the nature of their own personality and also to find necessarily needed harmony between the nature of their personality and the most suitable job for it. More specific, it is considered that „Myers – Briggs“ indicator assists those individuals trying to objectively identify their unique advantages; it increases individuals' level of their own personality, motivation and natural personal potentials understanding; it enables people better to understand others, especially those characterized by different personality traits; it contributes to strengthening of individuals' self affirmation, the level of their satisfaction, their productivity etc.

On the other side, the usage of „Myers-Briggs“ indicator, offers to organizations the opportunity to conduct selection and engagement of the required employees in the way, that, according to the specific work demands, finally, would enable organizational effectiveness improvement. More specific, the appliance of MBT indicator in the organizational context, among else, contributes to: organizational development, team building, more successful problems solving, more adequate human relations regulation, improvement and developing of employees, communications encouragement, effective time management, appropriate facing to diversities and multiculturalism etc.

Towards „Myers – Briggs“ indicator appliance, certain remarks have also been directed. Among others, these remarks are related to a fact that this is technique for personality assessing, according to which, people could

be categorized at one or the other side of continuums this indicator is based on (for example, someone is extravert or introvert, he or she cannot be at the same time and in a certain extent both of mentioned). Similarly, related to this indicator, but directed towards its authors (Katherine Briggs and Isabel Briggs Myers) there are some objections existing, dealing with poor authors' success in the area of tests development, which, according to a certain critics' opinion, makes its reliability and validity questionable [8, 95]. Well, no matter these remarks, MBTI as an instrument for assessing personality is used by numerous organizations such as: Apple Computer, AT&T, Citigroup, GE, 3M, US Armed Forces, Aviva Asia Pte Ltd., The Boston Consulting Group, Centre for Effective Leadership, DDI Asia/Pacific International Ltd., Ministry of Defense (Singapore), United Overseas Bank Group, INSEAD, Telstra, Qantas Australia, Australian Taxation Office, Australia Post etc.. [9].

3. PERSONALITY ASSESMENT BASED ON FIVE-DIMENSION MODEL

Certain theorists' efforts (Fiske, 1949; Norman, 1963; Borgatta, 1964; Digman & Takemoto-Chock, 1981; Bortein, Buss, 1989; Conley, 1985; De Read, Mudler, Kloosterman, Hostee, 1988; Digman, Inouye, 1986; Goldberg, 1981, 1990; John, Srivastava, 1990; McCrae, Costa, 1985 etc.) in order to find out the most adequate instrument for personality assessment, also followed by their effort to group, systematize personality traits in proper way, culminated with creating so called „Big Five“, or „Five Factor“ models for personality evaluation..

Although the names of these two models are often used as synonyms, one has to bear in mind that, in general, we are dealing with different personality models having similar three of totally five dimensions these models include [10, 181]. Identically named dimensions in these models are: „extraversion“, „agreeableness“ and „consciousness“. Names of the two rests dimensions within mentioned models are different.

Therefore, one of dimensions within „Five Factor“ model is named „neuroticism“, while in „Big Five“ model is stated as emotional stability, respectively, it is oriented toward opposite direction related to high neuroticism. Similarly, dimension of personality that is within „Five Factor“ model denoted as „intellect“, within „Big Five“ is denoted as „openness to experience“.

Regardless the fact that also the authors of before mentioned models (Lewis R. Goldberg, Oliver P. John, Sanjay Srivastava, or Robert R. McCrae and Paul T. Costa) point out differences among them, the impression is made that majority of other theorists does not even perceive, or, otherwise, does not give them particular importance. Consequently, in the literature, names of these two models are mostly used without special emphasizing of their difference.

Besides, great number of authors, in their own papers related to dimensions contained within the scope of „Big Five“ model, in a larger extent analyzes dimensions, that are originally claimed as a content of „Five Factor“ personality model. It even might be said that most of theorists prefers human's personality assessment according to dimensions contained in „Five Factor“ model, but, for some reasons (conscious or unconscious), they are more likely to use term „Big Five“ as a term for model comprising those dimensions [11; 12, 29].

Considering all above mentioned moments, with the purpose of simplification, within this paper, for these two personality models („Big Five“, or „Five Factor“ model) the common term – five dimensions personality model, will be used. Suggested model groups various personal characteristics into appropriate personality dimensions, describing human's personality. Those dimensions are:

- extraversion
- neuroticism („Five Factor“) / emotional stability („Big Five“),
- agreeableness
- consciousness
- openness to experience („Five Factor“) / intellect („Big Five“).

Each of stated dimensions represents adequate continuum in which a person could find himself or herself at one or the other, opposite end (the ends of continuum represent its poles or its extremes) or in the middle of continuum. Poles, or extreme points of those dimensions could be more precisely described. In such a way, according to a level of „extraversion“ people could be categorized as „introverts“, those with low level of extraversion, or „extraverts“, those characterized by high level of extraversion. Talking about „neuroticism“, persons could be distinguished with „elasticity“ followed by low level of „neuroticism“ (or high level of „emotional stability“), or with „impulsivity“ considered as high level of „neuroticism“ (or low level of „emotional stability“). Individuals characterizing with a low level of „agreeableness“ are also described as „challengers“, otherwise, very agreeable persons are generally described as „adapters“. Extreme values of the „consciousness“, as one of the dimensions of personality assessment, could refer to „flexible“ individuals

(distinguished by low level of „consciousness“) or „focused“ persons (distinguished by high level of „consciousness“). Considering „openness to experience“ persons are ranked, starting from so called „defenders“, characterized by low „openness to experience“ level (or lower level of „intellect“) and finishing with so called „explorers“, whose „openness to experience“ (or „intellect“) level is higher.

Majority of psychologists agrees that the traits predominantly coloring personality, could be organized in the form of hierarchy. At the top of in this way created hierarchy, are five described dimensions of personality. Lower levels in the personality traits structure are related to certain „specified“ traits, that, actually belong to mentioned, or so called, „basic“ personality traits.

Personality traits that are inherent to some dimensions comprised by five-dimension personality model are reflecting people's life and work. Considering certain implications by which personality traits effectuate people's behaviour at work, five-dimension personality model is used in organizations in various purposes (employees' selection, performance evaluation, team building).

Numerous studies conducted by usage of five-dimension personality model, have shown, among else, certain level of correlation between personality characteristics and achieved performance. From reliable, thorough, well-organized and persistent people, it is expected to gain higher performance, comparing to people possessing opposite personality traits. Similarly, according to five-dimension model, emotional stability is closely connected to a level of job satisfaction and to existing level of stress at workplace. Thereby, higher level of emotional stability is some kind of assumption of a higher level of job satisfaction and lower levels of stress.

Considering that some person's openness to new experiences enables higher level of learning, flexibility and creativity, it also contributes to betterment of person's possibility to face the changes, ambiguous situations, etc. More agreeable persons are, as more cooperative, kinder, more confidential, and also more desirable in the role of team-member, while, they are less favorable as carriers of assignments that include negotiation. From conscious persons, realized as disciplined, well-organized, is not expected to manifest any form of "risk" behaviour (consuming of cigarettes, alcohol, drugs) in considerable extent, that, among else, provides them better health condition, lower level of work absenteeism, and higher performance level achieving. However, highly conscious people are less adaptable to permanently changing conditions, less creative and usually have certain problems in the phases of learning process beginning, considering necessity of complex skills acquiring. Finally, extraverts, considered as positive, self-confident persons, that are free to manifest their own emotions, are more successful (compared to the introverts) at the jobs requiring interpersonal interactions. These people are often very successful in the role of leader. One of the complaints that could be addressed to the extraverts is connected to their, sometimes very impulsive behaviour, and also exaggeratedly involving in risk forms of behaviour, giving up of the already started tasks in a larger percent than introverts.

Beside obvious benefits resulting from five-dimension personality model, it is also important to mention certain critiques directed toward this model. Actually, some researchers claim that certain personality traits are not appropriately covered by dimensions contained in this model. Also, complexity of behaviors is caused by numerous variables, but they are not all connected to personality and also, only some of them are included in this model. In that sense, certain level of cautiousness during the usage of this model, is definitely recommended, as though it is during the usage of any other model or technique for personality assessment. The fact that one has also to bear in mind is that personality theories offer different types of questionnaires, through which is possible to assess the character of five previously mentioned personality dimensions. Some of most frequently used questionnaires are: TDI, BFI, NEO-PI, IPIP-NEO, NEO-FFI, NEO-PI-R [4, 175], while differences among them are primarily related to their volume, otherwise, the number of questions they include.

4. CONCLUSION

Findings about the nature of human's personality, primarily representing results of researches conducted within the scope of Psychology, or Personality psychology, theoretically have been „exploited“ within Organizational behaviour, as an integral part of organizational science. Otherwise, their practical „exploitation“ within organizations has been accomplished by managers. This leads to a statement that, among else, from modern manager is expected to be a good „psychologist“. Permanent deepening of the Organizational behaviour contents, certainly contributes to the strengthening of manager's capacities, regarding psychometric assessing of personality. However, that certainly does not mean that in situations requiring psychometric personality assessment in organizations, managers have to rely upon their own knowledge and their own abilities purely. In fact, in these situations, help provided by experts' from the area of Psychology, and also internal or external consultants, is considered as extremely valuable.

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PRINCIPALS ROLE IN LIFETIME LEARNING LEADING

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Summary: Contemporary information and communication technology has traced wide basics for creating, dissemination and implementation of knowledge. In globalization education circumstances it is the only resource strongly affecting on true knowledge society establishmen. Necessity for lifetime learning is not only challenge for individuals, groups and organizations, but also a necessary condition for survival in unstable and aggressive surrounding.

Principals role in creating conditions and methods for inspiring lifetime learning in the school is irreplaceable. Principals, through knowledge management and lifetime learning philosophy, develop the school as a model of learning organization, which is compatible to the 21-st century knowledge society.

Key words: learning leading, school as learning organization, learning professionals society, lifetime learning, knowledge society

1. INTRODUCTION

Contemporary organizations business surrounding as key raw material has a knowledge, i.e. some authors name it as infocracy. The school is primarily education organization whereas learning is an essential value, and the outcoming product is the knowledge.

In context of school building, as learning organizations from equal importance is not only acquiring and creating knowledge in school, but also its accessibility to all actors in the educational-tutorial process. Critically reflecting own pedagogy practice, i.e. joint work and learning, through team work and leading, learning professionals community is to be gradually created in the schools. Learning professionals society in schools is actually a paradigm for school as a learning organization which processively leads to the 21-st century global knowledge society. Generally speaking, theoretical discussions in this period assess the necessity for all society to differently determines the learning, so the solution is found in concepts of „lifetime learning” and „learning society”.

2. THEORETICAL ASSESSMENT

For contemporary understanding of *lifetime learning*, classification of formal, informal and informal forms of education is of crucial importance, as well as the idea of vertical merging and generally horizontal merging in „lifewide” perspective.

Many authors differentiate three types of education:

- 1) formal education - presenting institutionalized, chronologically graduated and hierarchically structurized educational system covering the primary, secondary and high education;
- 2) unformal education - presenting organized and systematic learning activity, which is processed out of the formal system, enabling various learning activities to certain children and adults sub-groups;

- 3) informal education - presenting lifetime process whereas everyone acquires knowledge, skills and attitudes by experience and contact with others. Informal education is processed in social institutions such as family, marriage, groups of same age, working groups, and similar.

The conclusions provided from the European council assembly, held in Lisboa, year 2000, confirmed that Europe has undoubtedly entered in the „time of knowledge, with all the consequences from that fact brings to the cultural, economic and social life.

Accordingly, European Commission has, at the end of year 2000, provided essential document, *A Memorandum on Lifelong Learning*. Notion of „lifetime learning” is draft defined as multi-purposed process that acquire knowledge processing on constant basis with aims of knowledge promotion, skills and competencies. This document emphasizes that lifetime learning can not be only one type of education and qualification, but it has to be leading educational approach, and all heading to developing coherent education strategy in Europe.

In the mentioned document, European Commission emphasizes that lifetime learning is not contributing only to maintenance of employment and economic competition, but also is a best way to fight the social excludance, what means that during the learning/teaching and individuals and their needs must be put in the front of attention.

Recognizing all of it, European Commission tries to connect the total learning process during individual's lifetime in complementary process what makes the formal, unformal and informal learning, no matter processing continually or temporary (*A Memorandum on Lifelong Learning, 2000*).

UNESCO in the report *Towards Knowledge Societies: UNESCO World Report, 2005* emphasizes that development and knowledge implementation, and as the life in knowledge society, is the interest of whole society, in general. However, it is stated that creating true knowledge societies depends on 21-st century's main direction – lifetime learning for all.

Nowadays „lifetime learning” represents the holistic, visionary, normative and valuable concept.

The schools are very complex organizations with implicit cause-consequence relations and mutual interweaving of many education-tutor process. Hutchens (2002: 59) is considering that only wide recognition of the system enables understanding some of the mentioned complicated relations, what has aas a consequence more efficient leading. Lifetime learning philosophy is met as a permanent process. Learning plays a key role in creative individual's skills, teams and organizations in unstable surrounding challenges mastering.

2.1. Principles and lifetime learning

Most of the management and leading theory authors, consider the leaders and managers as most responsible for philosophy implementation and lifetime learning culture in one organization. Dimovski (2005: 88) mentions that in new leading paradigm, most important responsibility of the manager is not decision making, but creating learning abilities in the whole organization. In cooperative culture, school, out of four models (balkanization, planned cooperation, relaxed cooperation and true cooperative culture), only the last mentioned model grows a culture of lifetime learning as joint value of all organization's employees.

Černetič (2004 in Hasanović, 2009) thinks that principal must even alone to lifetime educate him(her)self and with organizing adequately employees education in school, to form cooperative learning culture and school, as learning organization. The principal must be inspired for self-education, i.e. easily to create culture where the lifetime learning is true value for everyone. Fullan (1998 in Hasanović, 2009) emphasizes that bad schools successes are mostly attributed to the principles, therefore it is very important to estimate how the principals provoke the learning process, i.e. how they recognize the teachers' abilities in the leading process.

Since the lifetime learning is joint value for school employees, it has to be essential contents of joint development vision. Leithwood considers that only attractive and reachable visions, widely accepted form all school employees, and may lead towards the excellence and longlasting success (Leithwood, 1999 in Hasanović, 2009: 103). Zupan (2001 in Hasanović, 2009) is of opinion that manager's role in contemporary learning organizations is very demanding, because leading abilities must come up, activating all human potentials for individual, team and learning on the level on the whole organization.

In order to constantly promote and stimulate learning process of everyone in the organization, Dimovski thinks, in the new managers practice framework that is necessary to provide:

- 1) high degree of trust,
- 2) uncovering weakness and mistakes,
- 3) possibility for employees individually to shape the work,
- 4) participative leading style,
- 5) emphasize on the added value,

- 6) internal partnership,
- 7) continuing organizational learning and
- 8) skill of forming teams (Dimovski, 2003 in Hasanović, 2009: 104).

Most of the authors mentions that is necessary to provoke the learning with combination of explicit and implicit knowledge. Injac (2007 in Hasanović, 2009) as a special quality of the learning in organization, emphasizes the implementation of tacit knowledge. In horizontal communications tacit knowledge is transferring, founded on experience, good practice, i.e. qualitative exchange inside the organization, but also in inter-organizational connections. Injac (2007 in Hasanović, 2009) states that tacit and individual knowledge becomes joint organizational knowledge primarily in open formal and informal communications networks.

With adequate employees rewarding, where the principal's role is irreplaceable, should find all possible mechanisms which can stimulate readiness of all employees for active knowledge dissemination in the school.

2.2. Learning on individual, team and organizational level

Education, learning and knowledge and mutually depending notions, therefore the education is most considering as organizational learning. In the literature of management and contemporary leading theory, the leading, as a process in which knowledge is creating, having the current value for the organization, is obtaining the strategic importance. Verbiest (2003: 31) defines the joint learning as process in which the organization shapes the new knowledge, i.e. reshapes the current one, which is consisted of:

- 1) individual learning about organizational surrounding,
- 2) group and teams learning in the organization and
- 3) organizational learning, in general.

That is how the concept of learning professionals is discussed, as new teachers and schools development community.

Verbiest (2003: 39) mentions in his work few features of learning professionals' communities:

- 1) clear joint mission directed in learning/teaching pupils,
- 2) caring for learning results of the pupils,
- 3) unique standards of successful teaching, i.e. end of teachers isolated autonomy in the classrooms,
- 4) inspiring and cooperative leading,
- 5) joint learning processes of all school experts,
- 6) thinkable (reflective) discussions among the expert employees,
- 7) appropriate organizational structure in the schools and
- 8) experts which know to learn.

Ontological knowledge dimension, in the learning process, is actually group interaction that enables knowledge transfer from the individual, through teams on the level of whole organization (Nonaka, 1995 in Hasanović, 2009: 105).

2.2.1. Learning on individual level

The best what others can do for you, according to Swieringa, is to help you how to learn (Swieringa, 1994 in Hasanović, 2009: 105). The development, according to Branden (2000:16) demands high innovative abilities, i.e. higher level of consciousness while working and learning. Learning is a journey, Hutchens (2002: 62) thinks neither is technique, not a skill, but a discipline. It is a way to assess the world, growth area and confirmations. Nowadays we know that practical knowledge, i.e. practice wisdom, is the most important part of expert's knowledge. Smogavc states that in the process of individual learning always four degrees are present: data, informations, knowledge and wisdom. Afterwards when the knowledge is connected with intuition, coming from the personal experiences, the wisdom is created, i.e. the implicit knowledge (Smogavc, 2005 in Hasanović, 2009: 105). Rollinson (1998, in Hasanović, 2009: 105) considers that is not enough only to inspire the individuals in organizations on learning, but to provide all necessary resources and support for strengthening their individual desires for knowledge. Hutchens (2002: 54) thinks that learning on the individual level is actually promoting the possibility of productive and creative thinking, designed connectivity and practical acting. Practical knowledge is set of sedimented and mutually connected human thoughts, theories and values, coming from the personal and other experiences (Verbiest, 2003: 32), i.e. is important part of teachers knowledge.

Choo (1998: 8) states that for transfer of individual knowledge is equally important to use explicit and implicit knowledge. Explicit knowledge is standardized and recorded, easily learnable and transferable, while the tacit knowledge is product of experienced learning, personal feature of every employee.

Implicit (tacit, hidden, unexplored) knowledge is consisted from our experience, intuition, individual thinking, recognizing, feeling, and similar, and basically means „know how”.

Explicit (expressed, coded, articulated, recorded) knowledge means formal, systematized knowledge that is easily recognizable, defined, kept and transferred to others in the form of book, document, computer program, scientific formula, database or similar, and basically means „know about something”.

Nonaka (1995, in Hasanović, 2009: 106) says that new knowledge in learning process, always occurs interacting the explicit and explicit knowledge, i.e. on that basis differs for forms of knowledge transfers: combination, socialization, internalization and externalization. Choo (1998: 8-11) from four creating phases leading to the knowledge spiral, specially emphasizes the meaning of externalization in which the tacit knowledge becomes explicit. Knowledge management and ability of its embedding in useful products and services, according to Choo (1998:120), becomes most significant skill for organization survival.

2.2.2. Learning on group (team) and organizational level

It is already mentioned that in the contemporary economy of organizational knowledge should be more invested in learning and developing all employees' knowledge, in order to strengthen and promote its competitive abilities. Classic organizations put the profit in center of attention, whereas the employees are the cost, while the contemporary organizations must assess the employees as most powerful source of competitive advantage. Collison (2002, in Hasanović, 2009: 106) is of opinion that change of knowledge must become subconscious ability of every organization heading towards building organization that learns – learning organization. Organizational learning includes individual and team learning. Transfer from traditional organizational thinking, towards the learning organizations, means developing abilities of critical and creative thinking, and those skills, according to Raos (2001, in Hasanović, 2009), it is possible without any problems to compare with values and ambitions, which are inherent to organizational development.

Belasen (2000, in Hasanović, 2009: 107) considers that organizations are capable to learn, only if they upgrade the new learning, based on the current one. Knowledge is getting old, i.e. it must be intentionally removed from the organization, from its consciousness, and also from its documents. Organization must have in plan constant learning, according to Mayer (2002, u Roncelli, 2003: 6), and that learning is faster than the competition.

In order to enable the learning, the organization must fulfill the following conditions (Dimovski, 2005: 138):

- 1) recognize and accept the differences,
- 2) provide timely and true informations,
- 3) stimulate new ways of thinking and searching new informations sources,
- 4) approve mistakes and failures.

Team learning is irreplaceable part of organizational learning. Raos (2001 in Hasanović, 2009) thinks that team work is actually team skills which can not be learned. Team learning practice is enriched through dialogue, workshops and micro-worlds. With understanding of processes which transform the informations in assessments, knowledge and actions Choo (1998: 1) considers that organization is capable to completely use the true value of informations resources and technologies.

Erčulj (2003: 12-13) thinks that for school learning, on employee level, and also on team and organizational level is necessary to provide the following conditions:

- 1) positive and inspiring climate for learning,
- 2) democratic leading of the cooperants,
- 3) material and spatial conditions of learning and teaching,
- 4) inspiring cooperation with the surrounding,
- 5) clear vision, development goals and strategic planning.

The concept of learning experts community is new important teachers' and school's development paradigm. For this paradigm the exchange of good practice among the experts of all profiles is significant. Verbiest (2003: 39) thinks that the joint learning achieves practice wisdom which the teachers have been developed in their work with the pupils, i.e. bringing news with joint research, if needed for the successful school development. Main features of the learning experts communities concept, as new paradigms of teachers and schools development are:

- 1) Clear joint direction in learning and learning results of the pupils,
- 2) Principal's support to the teachers, leading expert discussions of goals, learning and teaching processes as well as the working methods,

- 3) Inspiration for joint learning through reflection and discussion among teachers – not to know more, but to recognize the known, to explore and to change,
- 4) Joint expert praxis demands comfortable school ambient, time for frequent contacts with teachers, joint teaching planning, mutual hospitations and preparation of joint teaching materials,
- 5) Teachers abilities for participation in reflection discussions, active listening, giving/taking, constructive responsive informations and similar, and
- 6) Inspiring cooperative leading (Verbiest, 2003: 39-40).

For efficient learning and teaching start, in the schools there are numerous approaching mechanisms to the knowledge. Jaklič (2006, in Hasanović, 2009: 108) emphasizes the existing importance of so called maps of knowledge in every organization. Map of knowledge is tool for recognizing the current knowledge in organization which is possible to be used and available to everyone on the organization. Mayer (2002, in Roncelli, 2003: 7) is of opinion that in one organization the map of knowledge stops the discovery of already discovered knowledge, i.e. helping the efficient use of already existing knowledge and creating the new one.

3. INSTEAD OF CONCLUSION

Contemporary school leading concepts start from the essential setting that transfer from “people leading” to “leading with people” is processed gradually, systematically and with purpose.

Principals can not process the transformation of leading schools without “critical mass” of qualified, encouraged and motivated employees, ready to take over the personal responsibility for school education-tutorial process unit functioning. In the school leading process, responsibility for working quality is transferred on teachers’ professionals who inspire on introducing changes by critical reflection of pedagogical theory.

Principals, in the circumstances when the teachers “creatively experimenting” in the teaching process make mistakes, should encourage them and provide support in their efforts. They have to find mechanisms and teaching inspiring methods for permanent self-improvement and learning, for joint learning, i.e. for team work and learning in school. Only that is the way, in comfortable ambient for learning, to create learning professional’s community, which are capable to build school as a learning organization.

Only encouraged, creative, motivated, emotionally mature and undisputed teachers, released from fear of principal’s punishment for eventual working mistakes, can realize the strategy of lifetime learning and incorporate their schools in 21-st century global knowledge society.

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DEVELOPMENT AND IMPLEMENTATION OF A MODEL FOR VEHICLE ROUTING OPTIMIZATION

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***Summary:** Transportation costs present significant component in the overall costs of modern companies. Huge effort has been invested in cutting transport costs via computer optimization of vehicle routing. Abstractly, the task is known as the vehicle routing problem (VRP) and there exist many algorithms for approximate solutions, with various tradeoffs. The main goal of the problem is to carry out deliveries from the central storage facility to all customers incurring minimal costs and subject to certain additional constraints. Generally putting VRP in practice presents a number of additional difficulties, from obtaining road network information, gathering data about shipments and packaging to efficient coding of algorithms. The purpose of this paper is to present the development and implementation of a transport routing application for a special distribution centre.*

***Key words:** transportation optimization, vehicle routing problem*

1. INTRODUCTION

Optimization of the road network transportation involve several interesting problems, ranging from the simplest ones like the calculation of the shortest paths between two location to more complex problems including several variations of the Vehicle Routing Problem (VRP). While the research can be carried out on a completely abstract basis (development of algorithms, statistical methods, ...), for the purpose of the logistics research in the particular geographical area and a particular type of transportation, the real life transportation network data is required.

Until recently such data was difficult to obtain, but with the development of the Geographic Information Systems (GIS) this became much more accessible to wider public. Such a research is highly interdisciplinary and involves experts in logistics, computer science and mathematics. The first step in such cooperation is establishing a functional research tool which will enable us to work on the specific transportation network equipped with all the data required.

It remains a constant challenge in the logistics to reduce the transportation costs. It is well known that certain transportation problems are computationally hard (NP hard), but with increasing computation power available, many instances of problems of practical size can already be calculated in a reasonable (practically acceptable) time, even on personal computers. Possibilities to access real transportation data and sufficient availability of computation power are sufficient conditions for a successful development of a computational research prototype system on which logistic analyses and research can be carried out. For a special purpose, such as in our case, integrating with a particular warehouse management systems (WMS) enables us to set up a platform on which full range of discrete computational analyses can be performed.

2. DATA MODEL

In order to implement a prototype tool, its architecture has to be considered first. In the first place this involves establishing the data model. With a good data model relevant data are easily accessible as an input to optimization algorithms and for statistical analyses. In our case or research purpose is focused on the logistic processes linked with the distribution of a central storage facility.

The most important data sources needed to establish for our optimization model are (a) digitized network, (b) relevant data on goods which have to be transported and (c) specification of processes involved including their requirements and constraints.

In recent years Surveying and Mapping Authority of the Republic of Slovenia established Cadastral register of the economic public infrastructure of the Republic of Slovenia (Zbirni kataster gospodarske javne infrastrukture) in which the data from geographic information systems covering Slovenian road infrastructure is stored. It is easily accessible to research community in Slovenia. The geospatial data includes complete Slovenian road network in the form of categorized road segments. The categorization can be used to determine approximate expected velocity of vehicles on the road segments. We believe that with further data collecting about the road segments on the national level will improve the informatization of our road network enabling us to carry out certain optimization with data of high quality.

The information on goods that have to be distributed is usually easily obtained from the information systems of storage facilities. Managing of such facilities without adequate information system is nowadays unimaginable. In our case, such system contains all the data about daily orders, destinations and other characteristics of goods like weight, size, packaging, etc. The orders typically contain the address of the customer. Through address the GIS coordinates of the location can be calculated enabling us to position the customer into the digital road network.

In the process of the delivery we assume that the goods orders are distributed to transportation units each with a single destination. Transportation units are packaged in the form of a few standard packagings (pallets, boxes, containers...). In our case we divide transportation units into two groups, namely the ones with a significant weight and volume (like pallets, containers...) and the others in smaller packagings (smaller boxes, envelopes...). The latter group includes the transportation units that do not occupy significant weight and volume capacities of transportation vehicles. We assume that the number of smaller units is so small that only the "heavy" transportation units are to be considered to occupy transportation vehicle capacities. For instance, if one truck can take 10 pallets, usually several smaller boxes more can be loaded on to or beside the pallets. Our classification reduces to goods on pallets (or in containers) and the goods without significant weight and volume. Nevertheless, each transportation unit loaded on a transportation vehicle implies that the vehicle's visit of the unit's destination is mandatory.

Without proper consideration of processes involved in delivery the data model could not be realistic. Studying the process of delivery reveals certain conditions that have to be met if the optimization results are to be acceptable. A driver can deliver a limited number of goods depending not only on the capacity of his transportation vehicle but also on his limitations on working time and the length of the route. Certain customers may require deliveries in certain time windows. Relevant data is also certain knowledge 'embedded' in drivers. For instance, while our system may propose a certain route, an experienced driver may know that at this time of the day a particular road segment is terribly congested. All customers are not easy to reach at all the times as well. The knowledge about the drivers work processes is also necessary to take into account all time consuming little tasks that have to be done when delivering transportation units. From this point of view we still have a long way until incorporating all that knowledge. On the other hand, optimization algorithms may not look just for an optimal solution but also for less optimal solutions which are more robust in terms of changes required in cases of sudden change of plan.

3. OPTIMIZATION METHODS

The algorithm

With an appropriate data model established we were able to approach the optimization problems. The optimization problem to be solved is a variant of a well known Vehicle Routing Problem (VRP) with certain additional constraints [8]. The usual presentation of VRP consists of a set of items that have to be delivered to a matching set of customers with a fleet of transportation vehicles in such a way that the overall transport cost is minimized. Each item has a corresponding item weight and each vehicle has a capacity, the maximum total weight it can carry. The road network is represented as a graph with weighted edges, where edge weights represent the cost of travel along that road (usually, the cost is proportional to the length of the road). For each customer and the initial distribution center there is a corresponding node in the graph.

For the standard VRP, vehicle capacities are the only constraints considered. Moreover, all vehicles are assumed to have the same capacity and the size of the vehicle fleet is not limited. In practice, more limitations have to be taken into account. The vehicle fleet is limited and inhomogeneous, with price per kilometre depending on the vehicle size. The driver has a limitation on the number of working hours per day and in most cases the route has to be finished within that time. A particularly nasty additional constraint is the requirement by certain customers to have deliveries at certain times. The later problem is known as VRP with time windows (VRPTW).

VRP belongs to the class of NP-hard problems [1], which means that exact solutions take time exponential in the number of customers. For this reason, exact solutions of VRP exist only for very small examples (~20 customers) or for certain artificially constructed graphs. In our application, the number of customers often exceeds 500 and the road graph is quite arbitrary. However, there exist good approximate solutions that can be found in reasonable time. There exist a number of methods for finding approximate solutions of both VRP and VRPTW. Most are based on the idea of local optimization: start with an arbitrary configuration (assignment of customers to vehicles) and proceed by making small changes like reassigning a customer from one vehicle to another or exchanging the order of delivery for two customers on a single route. The simplest local optimization algorithm starts with a randomly generated configuration and at each step chooses the small change that most decreases the total cost. To prevent the violation of constraints, local optimization algorithms use the idea of penalties: every broken constraint carries an additional cost. By properly assigning penalties we can be quite certain that the algorithm will converge to a solution that respects the constraints.

The simple local optimization algorithm has the shortcoming that it always finds the nearest local optimum. An easy remedy is to repeat the algorithm many times with different random starting configurations. But there exist better strategies of avoiding local optima, so called metaheuristics [2]. The technique we implemented is known as taboo search [6]; it allows considering configurations with worse cost than the current but prevents the same configuration to be checked again. Taboo search does not end after finding the first local optimum – it continues searching, always choosing the best configuration that has not been considered before. In this way it can take much longer than local search, but often finds much better solutions.

The Implementation

Even on today's fast computers the local optimization with tabu search for several hundred customers can be a time consuming task. A number of program optimizations are required to make the program run in acceptable time (a few minutes for a typical instance).

First useful observation is that even though the road graph can be huge, only the shortest roads between customers and the depot can be used in an optimal solution. Much smaller graph can be precomputed that contains as nodes only customers and the depot and as edges only the shortest routes between each pair of such nodes. The shortest path calculation uses a combination of Dijkstra's and A* algorithms for fastest running time.

Another observation that can save a lot of time is that the cost can be recalculated incrementally after every change in configuration. Unfortunately, there is a tradeoff in this technique: it can make the program significantly more complicated and difficult to adapt to changes in specification, especially changes in constraints.

Finally, in order to take advantage of current multicore hardware we need to make the implementation parallelizable. This can be done either by processing several configurations in parallel or by running several instances of the program in parallel and choosing the best of the achieved solutions.

The application

To test the usability of the optimization method, we have built an application in C# that obtains the data about actual orders from company's information system and proposes optimal routes for delivery vehicles.

The geospatial data from the Cadastral register has been converted to PostGIS format and stored in a PostgreSQL database with the PostGIS extensions. For faster execution, some data about road distances has been preprocessed and is stored separately. To visually present the customers' locations and the solution we have created a GUI using SharpMap, the C# binding to PostGIS.

4. FURTHER WORK

The current result is an implementation of the optimization algorithm along with connections to snapshots of real data. To make the application more practical, we need to improve it in following directions: by comparison of obtained results with some known near-optimal solutions we can tune the algorithm to find

better solutions. Second and more important in practice, we need to obtain and use the information about further constraints for which we have no data yet, such as road restrictions for different vehicle types, traffic congestions, actual average times needed to travel a certain road, and times needed to unload items from vehicle. Finally we need to compare the results with actual data to estimate whether the reduction in transportation costs justifies deploying the application for practical use.

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ТЕХНОЛОГИЯ БЕНЧМАРКИНГА КАК ИНСТРУМЕНТ КОРПОРАТИВНОГО УПРАВЛЕНИЯ

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***Аннотация:** В статье рассматриваются вопросы оценки эффективности корпоративного менеджмента в современных условиях и в этой связи те инструменты, которые могут повысить отдачу от ресурсов фирмы, в том числе, от управленческих. Предлагается шире использовать технологию бенчмаркинга как метода эталонного сопоставления и улучшения деятельности за счет обмена прогрессивным опытом ведения бизнеса.*

***Ключевые слова:** корпоративное управление, стратегия, процессы, бенчмаркинг, эффективность*

Последнее столетие характеризуется многими новыми явлениями общественной и научной жизни, не исключая и экономическую. В их числе – появление множественных форм корпоративно-интеграционных образований с различной степенью объединения капитала, взаимоподчиненности и самостоятельности и достаточно разветвленной системой структурных подразделений. Развитие форм корпоративных образований, усложнение их структуры, способов ведения бизнеса и конкурентной борьбы сопряжено с необходимостью соответствующего изменения методологии и инструментария корпоративного менеджмента.

На сегодняшний день существует множество определений корпоративного управления. В одних оно преподносится как способ управления компанией, который обеспечивает справедливое и равноправное распределение результатов деятельности между всеми акционерами, а также иными заинтересованными лицами [5]. В других корпоративное управление понимается как система взаимоотношений между собственниками (акционерами) компании и ее менеджментом, между различными группами (категориями) акционеров и между компанией в целом, и иными заинтересованными группами по вопросам обеспечения как интересов перечисленных участников корпоративных отношений, так и эффективной деятельности компании, ее соответствия социальным целям и общественным интересам [3, 1]. В третьих – как это система организационно-экономических, правовых и управленческих отношений между субъектами экономических отношений, интерес которых связан с деятельностью компании [4]. В четвертых – как организационная модель, с помощью которой компания представляет и защищает интересы своих инвесторов [2, с. 24].

Как и большинство современных авторов, мы склонны рассматривать корпоративное управление в широком смысле как систему взаимоотношений, которые возникают между менеджерами компании и ее владельцами по поводу обеспечения эффективности функционирования и взаимодействия с внешней средой. В узком же смысле корпоративное управление можно считать основанной на правилах и стимулах идеологией, побуждающей менеджеров действовать в интересах акционеров.

Как известно, корпоративное управление имеет свои особенности, в том числе: характер и состав участников и объектов управления; специфические принципы и методы воздействия на сложносоставную структуру, инсорсинговые и аутсорсинговые действия; корпоративные ценности с иной расстановкой акцентов; повышенная стратегичность при планировании и т.д.. Этим вопросам

при всей их важности в теории современного менеджмента пока еще уделяется не столь много внимания, как это представляется необходимым. Между тем, сложные структуры со слабыми или недостаточно четко выстроенными хозяйственными связями обладают пониженной устойчивостью и нуждаются в особых стратегических действиях и типах долгосрочного планирования.

Основой корпоративного управления является построение эффективной системы контроля над деятельностью менеджмента. Мы считаем, что одним из действенных инструментов такого контроля является бенчмаркинг, который позволяет мировому бизнесу развиваться в направлении сотрудничества, а не прямой конкуренции. Являясь инструментом сравнительной оценки, бенчмаркинг направлен, во-первых, на выбор направлений совершенствования экономического потенциала компании, во-вторых, на обеспечение ее инвестиционной привлекательности, в-третьих, на рост лояльности потребителей. Все эти факторы способствуют росту стоимости компании и ведут к улучшению финансовых показателей деятельности.

Значимость системы бенчмаркинга подтверждается тем фактом, что интересы субъектов корпоративного управления существенно различаются. Менеджеры заинтересованы в стабильности своей зарплаты, в продлении контракта на работу, в соблюдении интересов других групп взаимодействия, в устойчивости компании. Акционерам важно, чтобы росла прибыль и курс акций компании. Кредиторов интересует устойчивость компании и гарантии возврата вложенных средств. Служащие компании стремятся сохранить свои рабочие места, выполнить цели и задачи, поставленные менеджментом. Партнеры компании (покупатели, поставщики, посредники) заинтересованы в платежеспособности компании, в долгосрочности сотрудничества с ней, в конкурентоспособности предложения компании. Местные органы власти озабочены способностью компании выплачивать налоги, участвовать в реализации целевых программ, обеспечивать рабочие места. Правильно выстроенная система корпоративного управления должна сократить отрицательное влияние различия интересов названных субъектов бизнеса и рынка. Бенчмаркинг в этом смысле является универсальной методикой, позволяющей разработать процедуры устранения различий в фактических и желаемых (различными субъектами) параметрах деятельности компании. Реализация бенчмаркинга на практике связана с необходимостью выбора эталонной компании или процесса, с которым будет происходить сравнение и на основе которого можно будет «подтянуть» слабые стороны исследуемой компании.

Бенчмаркинг легко интегрируется с задачами корпоративного управления, в частности такими, как обеспечение выхода на внутренние и внешние рынки капиталов, уменьшение стоимости внешних финансовых ресурсов, рост эффективности деятельности. Кроме того, использование бенчмаркинга позволяет сравнивать эффективность вложений акционеров в разные виды бизнеса.

В технологии бенчмаркинга можно выделить несколько типов анализа. По принадлежности эталона можно выделить: 1) внутренний анализ, который можно проводить на основе сопоставления отделов, подразделений, предприятий компании; 2) внешний анализ, связанный со сравнением сходных видов деятельности с практикой конкурентов. С другой стороны, бенчмаркинг можно различать в зависимости от объекта анализа, заложенного в основу сравнения: 1) функциональный бенчмаркинг, основанный на сравнении схожих функций независимо от принадлежности образца; 2) процессный бенчмаркинг, направленный на поиск схожих процессов и сопоставление с ними. В рамках корпоративного управления, на наш взгляд, в большей мере эффективным является процессный бенчмаркинг, так как он позволяет определить проблемы системного характера и наметить способы их решения. Этапы осуществления бенчмаркинга можно свести к следующим:

- 1) Выбор объекта анализа;
- 2) Выявление эталонного партнера для сравнения;
- 3) Формирования перечня сравниваемых показателей и сбор информации;
- 4) анализ «разрывов» в значениях показателей и их причин;
- 5) разработка и реализация программы действий по устранению разрывов;
- 6) контроль над достижением параметров заданных программой действий и за тенденциями в изменении сравниваемых показателей эталонных партнеров.

Бенчмаркинг, таким образом, представляет собой технологию «обучающегося» корпоративного управления, которая делает собственные бизнес-процессы более прозрачными, позволяет уяснить преимущества и недостатки компаний на рынке. Кроме того, он является надежной методикой обоснования инвестиций в проекты, предназначенные для устранения выявленных «разрывов» эффективности.

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MACROECONOMIC INDICATORS OF REGIONAL ECONOMIC DEVELOPMENT

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***Summary:** At the beginning of the new millennium Serbia is faced with the consequences of economic distortions. Theoretically speaking, economic distortions involve the allocation of resources based on political decisions, not by the laws of the market. The most difficult consequences, further highlighted the problems of transition, manifested at the regional level. Analysis of demographic, economic, infrastructural regional map is devastating. After the adoption of a national strategy for economic development, the first that was necessary to do was to define the institutional framework in the field of regional development. The necessity of adoption of the Strategy of Regional Development was particularly emphasized by the new Constitution. Namely, the Constitution has clearly specified that "the Republic concerns balanced regional development, in accordance with law" (art. 94). Coordination of research is given to the Republic Development Bureau. In the beginning of 2007. the government adopted a strategy of regional development of Serbia for the period 2007-2012.*

***Key words:** macroeconomic indicators, regional economic development*

1. INTRODUCTION

According to the mutual relationship of these strategic documents, work consists of two parts. The first will, in short, give a view of the expected and achieved objectives for the period 2008-2010, and comparative view of macroeconomic indicators of countries in the region (Bulgaria, Romania, Macedonia, Croatia, and Hungary). The first part also includes a graphical representation of countries with which Serbia has the largest foreign trade, and also the type of goods, which has the largest share of exports and imports. Content of the second part is focused on the presentation of the basic elements of regional development of Serbia's strategic goals and directions, categorizing areas and new institutional solutions. Regional Development Strategy of Serbia has indicated that the extent of regional imbalances in Serbia and the regional level of poverty, ways to reduce, defined the strategic directions, the basic institutions and incentive mechanisms through fourteen development policies.

2. METHODOLOGY

Part of the answer to the problems mentioned above can be found in a clearly defined purpose of research - identifying what the research wants to achieve. It is possible to reduce the objectives of this research to a few basic goals stated below of which then research subgoals aggregate:

- Consideration of economic development of countries in the region
- Identifying the advantages and disadvantages of regional development in the Republic of Serbia

The elemental sources of data:

- Secondary external: statistical publications, professional journals, electronic databases

We used the method of desk research in this paper. This analysis should collect so-called secondary data, that is, all relevant data that already exist as such or which may be gained by further processing of collected data or suitable intersection of existing data. In this way the following data would be collected and analyzed:

- Characteristics of macro-economic policy of Serbia and comparative data of macroeconomic indicators of countries in the region
- Foreign exchange of Serbia
- The fundamental development characteristics of the Serbian economy with the assessment of the impact of the gray market.

The Serbian economy in the last eight years of transition has made the high growth rates. The average annual growth rate of GDP in the period 2001-2008. amounted to 5.6%. The main reasons for rapid real growth of GDP are drastically reducing the level of production in the early and late nineties (the effect of a low base) and subsiding state and social enterprises. Serbia has carried out significant economic reforms in line with the completely formulated strategy of restructuring of the banking sector, the chosen model of privatization of social capital, the strategy of attracting foreign investment and, on the basis of these reforms, Serbia has strengthened the private sector, which is the holder of accelerating economic growth, continuous increase in productivity, increasing exports and raising the standard of the population. The banking sector is achieving rapid growth in their performance, and the private sector of economy finally, as a whole, has become profitable and achieved a net financial gain in 2006. (108 billion dinars) in 2007. (53.5 billion dinars). However, Serbian economy as a whole is still in the phase of compensation caused by a deep drop at the beginning and towards the end of the nineties of the 20th century. Serbia in 2008 is about 80% of GDP from the 1990th and about 50% of industrial output in 1990. Although GDP growth is primarily relied on the impulses of demand, it is increasingly based on factors on the supply side (investment, competitiveness and productivity - as a result of privatization and structural reforms implemented). The contribution of productivity to economic growth was significant, presenting an average annual rate of productivity growth in the period 2001-2008. of 6.2%. The growth of economic activity and exports is relatively widely distributed to economic activities. The most important sector contributing to growth came from services sector, especially telecommunications, wholesale and retail trade and financial intermediation. IMF World Economic Outlook publication in October 2008. reduced due to the earthquake in developed financial markets, growth of world economy in 2008, 3.9% in 2009, 3%, while the growth of world economy in 2006. and 2007. was 5.1% and 5%, respectively. Estimated growth rate of all developed economies is 1.5% in 2008. and 0.5% in 2009. year. In addition, the growth of the U.S. economy in 2009. estimated at 0.1% and economic growth in the euro zones 0.2%, while in 2006. and 2007. growth rate amounted to 2.8% and 2% in the U.S. and 2.8% and 2.6% in the euro zone. In 2008. U.S. economic growth is estimated at 1.6%, and the Euro zone economic growth to 1.3%. Projection of GDP growth in 2009. is based on the assumption that the global financial crisis will impact reducing domestic production and consumption and that its impact on growth will partly be compensated by getting favourable loans from the World Bank's Corridor 10 and the implementation of the contract with Fiat, which will contribute to increasing of industrial production and the economy of Serbia. In terms of the global financial crisis it will come to the slowdown of economic growth in Serbia due to declining of demand in the domestic market, slowing growth of world economy and consequently slowing import demand in the EU as the main export market of the Serbian economy, deterioration of conditions and aspects of the inflow of foreign investments, slowing growth of financial intermediation services due to price increases in loans and deterioration in bank liquidity, and consequently reducing lending activity of banks to economy and population, an increase of the reference interest rates and other market interest rates and growth of depreciation pressure on dinar. Reduced GDP growth will directly contribute to reducing the real growth of budget revenues and sharpen the problem of budget expenditure adjustments by reduced budget revenues.

3. ECONOMIC DEVELOPMENT OF SERBIAN REPUBLIC - KEY INDICATORS OF MACROECONOMIC IMBALANCES

Observed by sectors of the economy, the largest contribution to GDP growth over the following three years will give the service sector, which is a continuing trend from the previous period, while the side of demand growth will be determined by the growth of household spending and investments in fixed remedies. It is necessary to align projection of inflation over the next three years with the objectives of monetary policy.

Relatively stable dinar exchange rates against the euro, the stabilization of crude oil on the world market and control price rises in the public sector are expected. For the realization of the projected macroeconomic indicators, it is necessary to conduct types of fiscal and monetary policies and accelerate structural reforms.

In 2009 and the next two years it is necessary to keep macroeconomic sustainable fiscal policy in the direction of reducing the share of public spending in GDP, which means to determine the priorities of the expenditure side, with the fiscal deficit to sustainable levels. The high deficit could not be financed for several reasons: a modest income from privatization, the underdeveloped domestic financial market, it is uncertain end to the crisis in global financial markets and its impact on the real sector, a credit rating of Serbia is low and business and investment environment of the country are discouraging. Macroeconomic framework for sustainable fiscal policy in 2009. and the next two years are: Reduction of consolidated public expenditure from 43.7% of GDP ("gross domestic product") in 2008. to about 41.8% of GDP in 2011. year, reducing the fiscal deficit which is estimated at 2.2% of GDP in 2008. to 1.5% of GDP in 2009. and balancing of public revenues and expenditures in 2012. year.

4. REGIONAL ENVIRONMENT - MACROECONOMIC INDICATORS

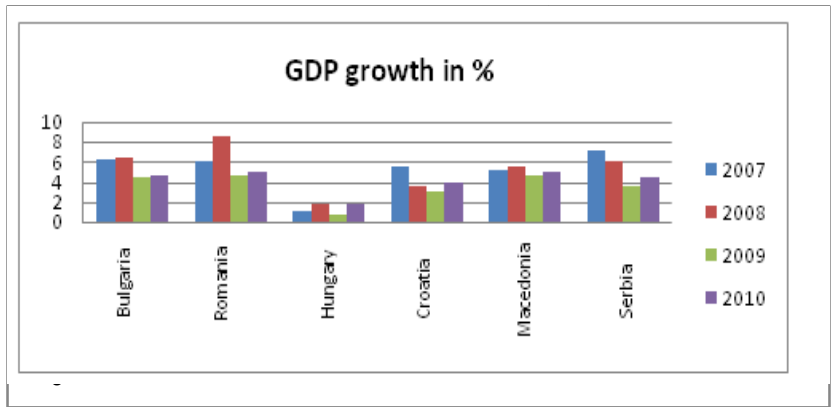


Chart No. 1 Displaying the growth of GDP in% of neighboring countries

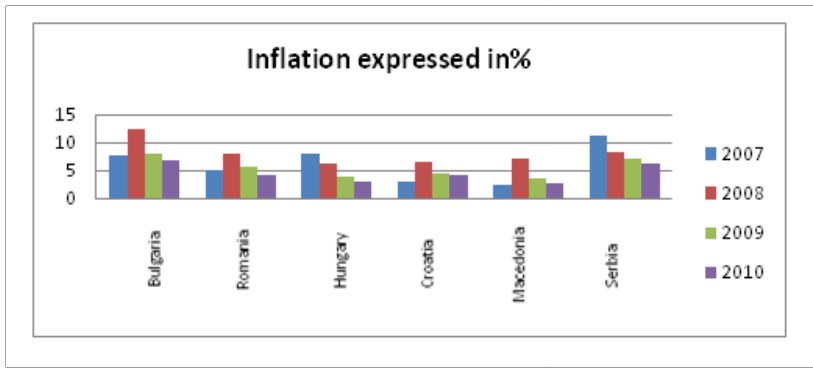


Chart No. 2 Display inflation, expressed in% of neighboring countries

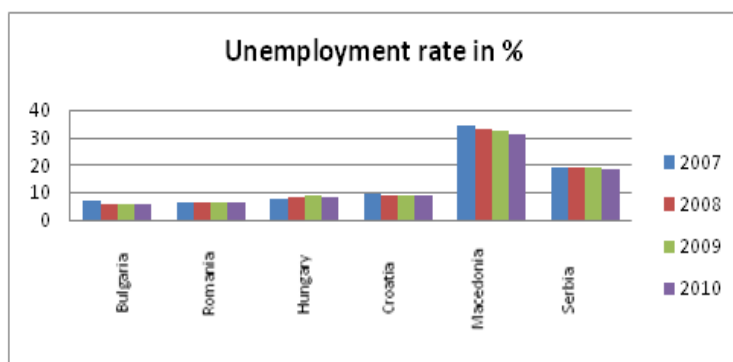


Chart No. 3 Displaying the unemployment rate in% of neighboring countries

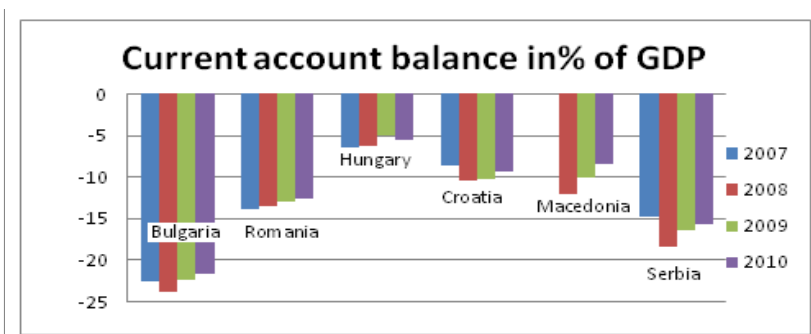


Chart No. 4 Current account% GDP

Based on published data of the European Commission for EU member states and candidate states can clearly get insight on the position of Serbia in relation to neighboring countries. It is evident that GDP growth will be slowed down in 2009. and 2010. observed in all states, and that Serbia will be at the level of the planned regional average growth of GDP. Inflation will be particularly high in Bulgaria and Serbia. The unemployment rate was high after even eight years of transition due to waves of layoffs of workers, unfinished restructuring of public enterprises. Macedonia has an unemployment rate of over 30% and then Serbia has an unemployment rate of 19%, while other countries have less than 10% unemployment rate. In 2008. Serbia has recorded the largest current account deficit measured by the share in GDP. Serbia and Bulgaria have the largest share of current account deficit in GDP, which in future will not be improved in comparison to countries of the region. If we exclude Hungary and Croatia, Serbia will be in this category worse than average, because the denomination of debt in foreign currency, missed opportunity to develop the domestic market of government securities, evident domestic currency depreciation, the planned new responsibilities for financing public investment in foreign currency, will lead to a moderate fall of share of public debt in GDP. In this category, in comparative terms Serbia should in the future improve its position. Overall economic trends indicate that Serbia is still failing to achieve high and sustainable growth with low inflation and sustainable level of current account deficit. At this point indicators are the facts that real GDP growth mainly depends on the growth of banking, commerce and communication, and that export growth does not follow the growth of imports, as well as the global financial crisis increases the costs of foreign loans by reducing demand.

Inflation was reduced in 2008. thanks to soaring food and energy prices. However, inflationary pressures are strong and higher inflation reduction should not be counted on, especially since there is not enough competition that would lead to overflow of lower input costs to consumer prices. In addition, if a kind of fiscal policy is not guided, and significant fiscal adjustment is absent it will result in inflation.

To achieve a deficit of current account balance of payments indicates the gap between total expenditure of the citizens on the goods and services and the total income that citizens have. Excessive consumption is now

covered by capital inflows, considering the fact that private debt is rapidly rising. This increases the risk of uneven balance of payments and balance of payment crisis in terms of deterioration of global financial flows. Severe macroeconomic imbalances are characterized by economy of Serbia. Underdeveloped domestic supply, primarily due to delayed transition, slow and inconsistent process of privatization and the unfavourable investment climate. The high unemployment of the working age population and excessive salaries paid compared to the targeted inflation and productivity growth significantly reduce international cost competitiveness of enterprises. Excessive public sector spending and distributes public funds, does a little saving and investing not enough in developing country. High inflow of foreign capital is important to significantly reducing macroeconomic imbalances. The influx of capital has enabled bridging the growing gap between domestic absorption and income, and reduced demand pressures, and thus the pressure on inflation. Growth and current account deficit of balance of payments is a consequence of high levels of consumption, and not growth of private investments that would strengthen the domestic supply and exports and reduce external imbalances on a sound economic basis. The fiscal deficit in the period 2005-2008. contributed to increasing macroeconomic imbalances, although it is largely financed by inflows from privatization of social and state capital. Growth in fiscal deficits emerged in the period when private sector spending exceeded its income, which was directly increasing the external deficit. In the case of slowing economic growth it is necessary to reduce spending in order to slow the growth of the external deficit. You may need to have fiscal policy in terms of high foreign trade deficit achieved fiscal surpluses.

The economic policies of the Government of Serbia and in parts of the global economic crisis needs to be focused on rapid economic growth, low inflation and stability. The realization of these goals means sustainable growth rate of real GDP in the period 2009-2012. with increased employment and productivity, reducing inflation to 4-5% in 2012. and reducing the current account deficit below 10% of GDP at the end of 2012. Key role in the implementation of macroeconomic objectives has a comprehensive, coherent and credible implementation of economic reforms, of which delay contributed to generating the existing macroeconomic imbalances. It is crucial to achieve progress in privatization and restructuring of social and state-owned enterprises, which the experience of former countries in transition shows. It would reduce costs and risks of business operations and improve the offer of Serbian economy for the domestic market and exports, and on this basis increased direct investment and trade with countries in the region and the EU and European integration of Serbia would be accelerated, the private sector in Serbia would be strengthened, which responds to market incentives in conditions of expressed financial constraints. The implementation of infrastructure and regulatory reforms that ensure the promotion and development of public and legislative infrastructure will significantly contribute to strengthening of the Serbian economy. The implementation of these structural reforms is a national priority, which hinder the realization of the variable political circumstances, expressed particular interests of certain social groups and limited administrative capacity. In addition, fiscal and monetary policies and their coordinated action have an important role in achieving macroeconomic stability and fostering economic growth. Fiscal policy should focus on reducing the level of current consumption and increase investment in developing countries, with the achievement of fiscal surpluses in the medium term. This includes the adoption of the budget stabilization, state and local communities for 2009. and the next year, as high budget deficits can not be funded under conditions of limited income from privatization and expensive new getting into debt of Serbia. The current fiscal situation requires that the new fiscal proposals accepted only if they are established and sustainable, including moderate taxation and reduction of existing program spending. Otherwise, the fiscal deficit would amount to 5-6% of Serbia's GDP and would not be sustainable even in the short term. In the framework of responsible fiscal policy it is necessary to consider the new fiscal proposals (pension increase, raising salaries of public employees, payment of social welfare for veterans, increase benefits for maternity leave, increased expenditures for the purchase of goods and services, increase subsidies for transportation, agriculture, financial sector, increasing public investment in selected projects, tax cuts and the introduction of fiscal incentives). Ultimately, if it is not enough to reduce current expenditure, it is necessary to reduce capital expenditures or increasing indirect taxes.

Monetary policy should focus on reducing inflation. The risks to monetary policy are re-growth of high food and energy prices and expansionary fiscal policy. In addition, the NBS monetary policy should ensure financial stability in conditions of crisis, global financial markets that generate growth in financial margins and growth of credit risk. Increased risks for financial stability require the type of prudential policy of the NBS. Risks related to the turbulence of international financial markets (the price of money, rates of key currencies, growth and instability of financial markets) caused an increase risk premiums for Serbia. Fall of liquidity in international financial markets and the increase in interest margins will linger capital inflows from abroad. Foreign investors will require much more margin than the previous. These risks have eased by the most recent measures of the NBS and the Government: the obligatory reserve requirements for banks borrowing abroad is downloaded, the name was compensated by increase in prices of foreign loans, insured

deposits increased from 3,000 Euros to 50,000 Euros, the tax on income from interest and foreign currency deposits in the next year is abolished. Measures are sufficient to mitigate consequences of the global financial crisis on the financial sector, but are insufficient to mitigate consequences of this crisis on the economy to be worse and under less favorable conditions of loans in the future.

5. CONCLUSION

- An efficient market economy geared to increase the welfare of all citizens is possible only in conditions of full democratization of society that is based on a strong state and social institutions and the rule of law.
- Continuous raising of the competitiveness
- Private property is the most effective form of ownership
- Competition is the main lever of the market economy
- The Republic of Serbia's main long-term competitive advantage is in knowledge that will be used by reforming education, greater emphasis on research and innovation as well as faster development of new information and communication technologies.
- New, high quality and well-paid jobs are one of the most important objectives
- National strategy must be the focus of foreign direct investments because, in addition besides fresh capital they create new jobs, introduce advanced technology, efficient management and a new corporate culture.
- Small and medium enterprises, as individual participants in the market, or as subcontractors of large systems are an important pillar of faster economic development and new employment. Even regional development of Serbia

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BUSINESS ETHICS AS CONCEPT OF SUCESSFULL ORGANIZATION

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***Summary:** Every society has its own ethic dilemmas. Even this modern society of ours wasn't saved from these problems. Furthermore, it looks like predicaments are more frequent as the process of evolution of industrial society advances. How can a man adjust to everyday changes, how can he survive in spite of them and ethical principles in himself and his business?*

Keeping in mind that business is part of social activity, business managers, as well as other participants, must harmonize their moral perspectives, with those moral principles that are widely accepted.

With this in mind, author wants to present how acceptance of business ethics should not be a dilemma, but personal task and responsibility, which will enable all employees for widening importance of company not only on individuals, but also onto wider social groups, as well as families and society as a whole.

We should not forget that the time has come in which owners and managers are urgently asked to enable the people that proved their honesty, respect and dignity, for participating in all major business endeavors.

Key words: morals, ethics, business, moral standards, managing affairs.

1. INTRODUCTION

When Marc Twain was once asked how to get rich, he answered: „With honest if must, without honest if may" Although he expressed this thought even in XIX century, he predicted the trace of post-modern mankind. We live in decadent, nihilistic world where as first you must have something, in order to exist. We live in world of globalization, false democracy, in the world of managing great words, spreading pacifism, defending human freedom and essential human rights but forget that often we are prisoners of pure dictatorship, egoism and selfishness.¹ How to stay honest and succeed in our „wonderful" world of relativization, and moral is brought to the limits of absurd? Exactly the great opposites between the placed one and the one existing nowadays, made me to get busy with the thematics of business ethics which, by the way, slowly but surely embeds it's direction towards faculty cabinets and become pattern of managerial behaviour.

2. MORAL CONSCIOUSNESS AS BUSINESSMEN INITIATING POWER

Moral consciousness presents very important common human initiating power and it is expressed in great number of human activities. It is in the same time most expressed result of socialization process. Society moral norms significantly influence the human behaviour. Under its influence, they build own system of ethics and develop as certain ethic principles that become regulators of their judgements, reactions and actions.

¹ Vidaković, M., *Poslovna etika*, Cekom, Novi Sad, 2009. page 19

People have been disposed on many influences in his life. Trying to impact in his own way of thinking, feeling and acting. Also, every individual while social interaction is trying to act on the others in order to adjust their opinion, feeling and behaviour to his (her) own.²

Life in community, i.e. mutual dependance of the people brings to many social processes which define contents, form and way of acting of individuals and group in social processes. Conformity with groups, norms cooperation among group participants and responsibility are basic results of social interaction for joint purposes. That types of interaction are essential for social existence, every society head to institutionalize them as cultural values and through process of socialization form an individual, which is basically conformist, cooperative and socially responsible. Every individual lives in society in framework of joint culture, conforming with basic roles of culture and society.³

Having in mind that business is part of social activities, and while functioning the business carriers, as well as the other participants must adjust their moral views on the common accepted principals of morality.

If while doing business activities, businessman with his associates fits in common accepted moral norms, he (she) will be respected, valued, person of trust and great character values. That businessman equally percepts superior as well as inferior associates. His decision is fulfillment of given promises, positive energy spreading through interhuman relations, and business, rarely going in conflicts, and a conflict of opinions does on negotiating principals for overcoming differences.⁴

Businessman who has positive moral principles implements his own business policy by independent business plan, undisturbing the relations with similar and rival companies.⁵ He is not lean on unloyal competition, as well as spying colleagues. Although it seems that morality is not commonly accepted in society as virtue, it is only short-term and businessman of stable and moral principles on long-terms gains respect of common respect, as a colleague, and also as a rival.

3. BUSINESS ETHICS INFLUENCE ON BUSINESS

Business ethics has two own essential dimensions of expression and manifestation, and that are collective, group ethics and ethics of individuals. Collective ethics includes ethics acts in business decisions of leadership and companies management, referring to external subjects and surrounding, but also ethic relations inside the companies. On other side, individual which is not in possession of basic personal business ethics principles, and has deficit of total moral standards, is always ready to do fraud, to put his personal interests in front of collective, legal, above norms of common business moral and human relations, to destroy business climate and atmosphere.

From the very start of business and companies development, ways of working and earning profits, wealths and other comforts provided by good and successful business, there is one question appearing – eternal dilemma: does business has tangent points with moral and moral acting of individuals and groups ? This question can be put also as dilemma whether the wealth necessary means also doubt, mistrust and envy towards its origin, way of earning and accumulation.⁶ Assessment relations between business and ethics may be expanded to the way of working, relations to the employees, use of natural and economic resources, property relations, company management, relations to the local community, region, state. Many will say that the historic development of economic relations is not leaving many arguments for thesis whether ethics and business are in close relation. Others might also say that ethics and way of working have, especially by company management and its organization, nothing in common. Someone might even say that the economy has no obligation or need to be moral, and there are some will add, with cinical dose, that economy by its essence can not be ethical even if trying to be.

On other side, there is an opinion that business without moral criteria and economy without ethics can not provide stable, long-term and significant results, neither some concrete community make happy or perspective. That is why it is frequently mentioning that there is a need of introduction of ethics code in the principles of business, work, and all companies. There is also dilemma whether business ethics is only of personal conscience of the director, manager, worker, or it is result of collective and joint moral of some group, community, surrounding, and society.

² Vidaković, M., *Sociologija*, Cekom, Novi Sad, 2008. page 83

³ Vidaković, M., *Sociologija*, Cekom, Novi Sad, 2008. page 2-68

⁴ Krech D., Crutchfield R., Ballachez E.; *POJEDINAC U DRUŠTVU*, Institution for manuals and teaching means, Belgrade, 1972.

⁵ Čizmić S., Bojanović R., Štajnberger I., Petrović I.; *PSIHOLOGIJA I MENADŽMENT*, Belgrade, 1995.

⁶ See in details: *Poslovna etika*, Vidaković, M., 2009. Chapter: Dileme u etici poslovanja, str.106

In the present times, signed as a period of globalization, these two opposite attitudes about the relation between business and ethics are gaining more importance and asking for more complete and urgent answer, supported by various interdisciplinary researches. It seems that today this issue is actualized and becoming inevitable, as well as in the undeveloped countries, countries in development and in the period of transition, and the most developed economies and social spaces.

4. PROBLEMS OF MORALITY AND ETHICS IN BUSINESS

There is always rising issue why men behave differently while making decisions in private life, than in the company or other business surrounding? From where is that inevitable difference between personal (individual) and company (collective) moral during decision making and business activities. How comes that personal values⁷, such as honesty, trust, tolerance, valuability, promises fulfillment, respecting others, disappear when an individual finds him(her)self in space where decisions should be made, concerning the money distribution, position, power, where some profit is to be gained, or other benefit or compensation. Why the men from moral, educated and tolerant person from own private life, are transformed into completely opposite personality when starting business activities and before making important business decisions? Are businessmen more exposed to moral dilemmas and challenges on the other's damage, then in the other life segments? At the end, an issue can be raised if all the people will start cheating, lying, decision making that are only beneficial for them and for their friends, in the case they have such opportunity and reach in "suitable" business position? Respectively, whether the collective more "spoils" the individual, changing his perception for moral dignity, and dictating demands out of the moral values or it is about the individual only who has already possessed certain "coded" capabilities towards low business moral and easily expressed? And maybe it is about "good" combination of both mentioned possibilities and business capabilities. Here is an open space for research and education in the area discussed.

Most of the businessmen, especially directors, managers, employers and owners are dealing with issues and problems that can be of great damage to the others, but also make benefit personally or to own company. From their moral profile and personal justification sense depends which decisions can be made, how and when to stay in business ethics limits and time, maybe, temporary loss or escape profit, convert to long-term benefit and success. Sensing the limit which overcome can lead to collective benefit on derogating someone's personal or individual damage, or personal benefit made by making damage to some collective, is great moral task and indicator of personal value and his readiness to grow trust and team work.

Individuals have a lot of problems to settle down their own ethics standards with company demands or some business collective choice or act. The individual which in personal life never steals from someone some belonging or valuable, neither gains some illegal benefit or makes some illegal act, under influence of collective psychology, logic and pressure will frequently be in position for doing so. It is not easy for every person to put declaration on his own product informations not finally correct, or to cover the informations that his client must know in advance, to sale the repaired or reconstructed product as new, to decrease provision of some good tradesman-dealer or similar. Of course, there are also people which moral issues will not provoke dilemma at the mentioned cases above. They will easily embed in less ethical acts of every collective, even contribute to further game expanding on the market, that overcomes the limits of good business ethics.

5. POSITIVE INFLUENCE OF MORAL AND ETHICS TO BUSINESS

Besides making profit, businessmen must have social and public responsibility towards the surrounding where he (she) works and acts, towards Government, consumers and employees.

It is characteristic that in countries without tradition of civil society, managers of international companies bring good and bad practice (hiding taxes, corruption, etc.). It is necessary that the companies should bring up their own ethics codes, because in the area of corporate management stakeholders state is radically changing, minority ones especially, promote control of management from owners side, informing owners and responsibility of management towards owners, state, creditors and buyers.

No matter the nature of business, the businessman needs some features in order to successfully deals with his business, i.e. tasks bringing: planning, clear positioning of purposes, developing working strategy, labor division, motivating members, establishing and maintaining communication channels, moral consciousness,

⁷ See in details: *Biznis i moral*, Vučković, Ž., 2006., Chapter: Čovek kao biće smisla i vrednosti, str. 20

knowledge transfer and experience on team members, maintaining good interhuman relations, deciding conflict situations and presenting groups.⁸

If owner of business respects all moral and ethic norms it is foreseen steady and stabile business in given surrounding, as well as counting on references for business development.

6. NEGATIVE INFLUENCE OF MORAL AND ETHICS TO BUSINESS

Business ethics is providing diagnosis and expressing behaviour, acting and image of businessmen in best manner. Lack of business ethics presents first and essential reason that in a certain "appropriate" moment in some company, or corporation or any other business subject, will come to scandal appearance and disturbance of working atmosphere.

Consequences of unethical business are of great damage to the company, working places losses, disturbance on the stock market, doubts in other companies businesses, damage in companies having shares of mentioned companies and increase of mistrust in contemporary business principals.⁹ So it is not only about direct damage of certain company, but is about the damage made to the world economy in global, because today economy acts on principal "connected vessels", and their negative cases collapse of certain companies, scandal, decrease of business initiate "domino effect" on global level. That is how the pressure of decreasing world "image" of modern economy is done, it comes to erosion of business trust and social capital as important elements in modern economy. There are no more local, individual and isolated issues, decisions and consequences. Everything is reflected on global level.

Lack of business ethics leads to disturbance of usual business flows, in the area where the company is located, but also in wider surrounding, and sometimes even acts on world economic and business flows, loss of trust in business, in corporation, in management and similar. It should emphasize that nowadays trust is one of the key conditions for successful business and development of corporate and business climate on all levels and in all surroundings.

What brings to the loss of trust? Before all, it is about frauds and expressed intentions for realizing fraud, on previously mentioned levels. As far as a need existing for trust and single business standards, as more possibilities are opening for different types of fraud, hidden and malicious business acts.

If lack of business tradition is added, inbuilt moral norms in labor and business, destroyed system of positive business and life values in undeveloped countries (society in transition), such as ours, then it is possible to discuss about "Eldorado" for various types of fraud and business scandals.

Business ethics is not present only between companies and surrounding, it is important and in the relations inside the company too. The relation of employer, management and leadership mutually, as well as their relation towards the company employees must be assessed through prism of business ethics and moral behaviour.¹⁰ None of the segments of working and business, no matter the size of company or business subject, could be abandoned and "released" from attention for ethics acting and processing.

E.g. – if moral of the employees is on low degree in one company (low initiative while working, inefficient working time, frequent conflict states, gossips and imputing, displaying business secrets, lack of loyalty towards the company), then even the best management will fail achieving some substantial business results.

Information flow is important element of business ethics. If knowledge informations for success and providing opportunities to everyone in the company are hold and "processed" by individuals or groups, making advantage towards the other employees, then there is lack of business ethics obvious. Mobility of the staff inside the company, increase in career, possibility of additional work and increase of payments, present constant challenge for use or absence of business ethics principles.¹¹

7. CONCLUSION

Discussing business issues with respect to moral and ethic norms leading to good business relations, is acquiring trust of all parties involved in the business as well as the associates, business is stabile, and constantly there must be count about the fair-play, even in cases when is pretty hard. In the case of this type of business, achieving profit by any means is out of question, because business can be jeopardized, even stopped.

⁸ Blanchard, K., Peale, N.V., *Moć etičkog poslovanja*, Nakladni zavod, Zagreb, 2001., pages 113-122

⁹ Subotić, D., Lazić, J., *Poslovna etika*, KIZ Centar, Belgrade, 1997.

¹⁰ Vidaković, M., *Uticaj morala i etike na rezultate u biznisu*, Annual edition of Faculty for management, Novi Sad, 2008.

¹¹ Vidaković, M., *Poslovna etika*, Cekom, Novi Sad, 2009. page 166

Running business with all respects to moral and ethics norms in long-term plans is business that will survive no matter the daily political situations.

Business ethics has two essential dimensions of expression and manifestation, and that is collective, group ethics and the ethics of individuals. The collective ethics includes ethics acts in business decisions of company leadership and management referring to external subjects and surrounding, but also on ethics relations inside the companies. On the other side, an individual without elementary principles of personal business ethics, and even has deficit of total moral standards, is always ready to make fraud, to put personal interests above collective, legal, above norms of usual business moral and human relations, to destroy business climate and atmosphere.

Basic question that is imposed in analysis of business ethics and relation business-ethics is the following: where is the limit that precises if something in business is moral or not ? To define the limit of business ethics presents great challenge for every manager and leader, but also for all the employees. It is personal decision's issue, own perception of situation, needs, interests and motifs, issue of personal moral integrity, but also an issue of cultural inheritance, expectations and pressures coming from companies and surrounding.

In contrary of running business on previous way, there are businesses that are led without any moral or ethics norms based on system from today to tomorrow, corruption, friends and relatives connections, with help of politicians...

That type of business can not sustain for long in regular civil society because it is running in circle and with cooperation of participants of same moral standards and ethics.

That type of business will remain shortly, it is known by financial affairs and scandals, companies are closing down, workers stay out of job, and guilty ones, very rarely nowadays in our society, respond to the state authorities.

Business ethics is unseparable part of business, that can go side by side with success. In every company it is necessary to respect ethics principles of purposes, pride, patience, persistence and perspective. Also, every company must have social responsibility because it is valuable for the society, and for the companies too.

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ХОЛИСТИКА КАК ТЕХНОЛОГИЯ СОВРЕМЕННОГО БИЗНЕСА

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Резюме: Хотя холистика как концепт была известна еще в древней Греции, до сегодняшних дней она не нашла место в специальных и научных исследованиях, но в экономике, т.е. в управлении и организации деловых и других систем. Этот концепт маргинализирован на практике и в теории, хотя очевидно чтобы его применение как технологии могло повысить общественный и корпоративный успех. В применении не нуждается в никаких добавочных финансовых вложений, которые нередко представляют повод для многих деяний или пассивностей, а только в знаниях и готовности наблюдать предметы, процессы, явления не отдельно а в целом. Этим выдвигается старое правило, „что часть важна, но целое намного важнее и что ради целого могут, а нередко и должны жертвоваться части.“ Автор указывает на необходимость оставления классических систем управления и организации, и противопоставлять им холистический концепт и технологию, уже давно принявшийся в медицине. Это нужно применить и в организационной системе.

Ключевые слова: холистика, системная технология

1. ДЕТЕРМИНАНТЫ И СУТЬ

Факт, что живем и работаем в условиях быстрых, радикальных и существенных перемен, неизвестных цивилизации. Анализ показывает, что в последние десятилетия произошли большие перемены, чем в совокупной истории человечества. Тенденции революционных перемен во всех сферах жизни и труда увеличатся, с многочисленными отражениями на естественные, хозяйственные и другие сферы, как на корпоративном, так и на национальном, т.е. глобальном уровне.

В приведенных ситуациях, старый фрагментный подход решению экономических, управленческих и других проблем, не привел к ожидаемому результату. Он в прошлом, т.е. в условиях когда перемены были маленькие и которые происходили шаг за шагом, он применялся, потому что в это время считался неограниченным запасом. Имея в виду изменчивость окружения прежде всего в сфере экономики, необходимо ввести новые концепции с самоорганизацией, т.е. мультиразмерным учением и контролем во всех элементах менеджмент процесса, т.е. на уровне менеджмент системы в целом. Такой подход может действовать как двигатель перемен. Концепт холистики особенно применяется в управлении экономическими проблемами и развитием, поскольку эти проблемы трудно разделить, трудно обнаружить место их явления, т.е. повод, как и последствия их действия. Показывается, что из отдельных проблем и частей, не можно понять проблему в целом. Поэтому тяжело создать управленческий процесс через его части, а еще труднее выражать экономические эффекты отдельно.

Проблема усложняется введением сетевой экономики и организации, где центр исчез, поскольку роли всех участников одинаково важны. Оттуда и неминуемое покидание разделений на части и восполнение нового концепта, т.е. концепта целостности в формировании процесса управления экономическим и общественным развитием.

В холистической системе организации и управления, экономическое и управленческое знание и память пытаются пройти через целую систему в целом, давая мяч другим членам тима, из-за чего называются регби-системой. Такой подход в управлении, представляет важное преимущество в управлении общим общественным или экономическим развитием, без добавочных вложений.

Регби подход или технология формируется из постоянной интеракции хорошо выбранных тимов или различных секторов одной организации, чьи члены работают вместе над какой-то идеей с начала до конца. Сопоставлением отдельного и холистического концепта замечаются качественные различия. Холистический подход чаще всего охватывает различные и часто неизвестные различия. А именно речь о большей гибкости в сфере современной экономики и менеджмента, имеющей специфическую тяжесть, из-за характеристик самой организации. Прежде всего через объективность пользователей, когда речь о качестве и ее других характеристиках. Холистический подход охватывает различные и часто неизвестные попытки, пока не найдется самая качественная идея и согласенность всех участников.

Холистика современный концепт стимуляции учения, способствует переменам и в условиях неизвестности создает множество возможностей для успеха в управлении общественным развитием. Другими словами энергия, которую производит этот концепт влияет на весь управленческий процесс. Так разрушается монотония и все субъекты стараются размышлять как улучшить функционирование организационной системы в целом, а не в частности. Такая гомогенная целостность по словам Т. Питерса, должна функционировать по принципам организационного хаоса.

Пока в традиционном управлении самое важное специальное знание, в холистическом подходе в первую очередь выдвигается группа, при чем в решении проблемы участвуют и неэксперты.

Введение холистического концепта в управление организационным развитием особенно стало применяться в условиях применения Интернета.

Соединением холистики и интернета обеспечивается 4 подсистема качества в функционировании организационных систем, а именно: изменчивость, восполнение самоорганизации и саморегулирования, обучение через несколько уровней и трансферов знания.[1]

Приведенные подсистемы, также не надо отдельно рассматривать и тут надо применять системные подходы холистики.

Профессиональный менеджмент с информационной технологией должен иметь в виду изменчивость окружения.

Коллективное знание и память в концепте холистики лучше организовать путем проектных тимов, т.е. проектных организаций, связанных информационной технологией.

Из приведенного можно констатировать, что необходимо покинуть классический способ в решении организационных проблем и применении концепта холистики.

2. СМЫСЛ И ХАРАКТЕРИСТИКИ ОРГАНИЗАЦИИ

Известная научная технология, то в космосе настанет процесс организации. Такое научное утверждение одновременно показывает, что все существующее результат движения и изменения. Также показывает, что все настало в процессе организации.[2]

В общем смысле организация представляет особый вид движения в котором участвуют осколки материи, или другие элементы.

Чтобы приближение осуществилось и связывание частиц или других элементов в организованную структуру. Этим доказывается, что в реальности, т.е. в космосе есть два вида движения, а именно: 1) приближение или аттракция, 2) удаление или репелсия. Дальше утверждается, что эти виды движения сбалансированы.

В приведенном контексте все рожденное должно и умереть, только можно говорить о длительности жизни. Звезды живут несколько миллионов лет, средний век жизни около 80 лет, животные и растения живут 3 десятилетия, мотыль живет только один день итд.

3. ЕСТЕСТВЕННОЕ И ИСКУССТВЕННОЕ ОРГАНИЗОВАНИЕ

Известно утверждение, что в реальности две облика организации, а именно: естественное и искусственное, произошедшее из естественного.[3]

Естественное организмование имеет характеристики самой совершенной организмованной структуры и совершается по законам природы, действующим против воли человека. Жизнь это закон природы с началом и концом. Человеку удалось продолжить жизнь с 50 лет на 80 лет. Это же можно отнести и к организмованным системам. Человеку удалось менять организмованные системы и приспособливаться переманам, происходящими в окружении.

Благодаря тому организмованные системы теоретически могут вечно жить, но условием является жизнь с переманам, особенно когда включают и продукты или услуги в соответствии с требованием покупателей. Это подтверждает пример автомобильных гигантов. Форд работает больше одного века. Но сегодняшний Форд различается от Форда несколько десятилетий назад [4].

Другой вид организмовации это намеренное или искусственное, т.е. этот вид который совершается человеком, комбинированием естественных и искусственных элементов. Естественный элемент в организмовации это человек. Если нет человека то это тогда техническая а не организмованная система.

Основные различия между естественным и искусственным организмованием, в степени организмованности и совершенности. Они отличаются и в степени успешности. Пример человек подтверждает это. Человек ступил на Луну, пользуется сетью и в состоянии коммуницировать с людьми в любой точке планеты, из воздуха, воды и земли, но ему удалось ознакомиться с анатомией, т.е. физиологией человеческого мозга.

Искусственные организмовации являются результатом человеческого труда, т.е. его сознательной деятельностью.

Научные и специальные исследования доказывают, что и то и другое организмование совершается по определенным правилам и законам. Основная проблема это проектирование и создание организмовации связано с открытием закономерностей связывания элементов в организмованную структуру. Каждый вид организмования вызывает два основных вида движений: аттракции и репульсии [5].

Опыт жизни и научные исследования, с многочисленными примерами показывают, что процесс организмования требует изменение существующего состояния в качественно новое состояние.

Такое научное состояние основывается на естественном порядке, зависящем от всех элементов внутри организмованной структуры целостности. Часть космоса должна связываться с другими частями которыми принадлежит. Из этого происходит что в естественном и искусственном организмовании создаются структуры, связывающиеся с окружением. Этим организмование представляет трансформационный процесс существующего состояния, в новое и качественное состояние. У трансформационного процесса есть свои фазы, связанные и обуславливающиеся в определенном пространстве и времени.

4. НЕОПХОДИМОСТЬ ОСТАВЛЕНИЯ МЕХАНИЧЕСКОГО И ПРИНТИЯ ХОЛИСТИЧЕСКОГО КОНЦЕПТА ОРГАНИЗАЦИИ

Уже указано на проблемы в концепте исследования и необходимость его отклонения в современном бизнесе. Цель можно достичь различными способами, т.е. применение различных технологий. В том контексте технологии есть мыслительная конструкция людей. Естественное организмование совершается также по определенным правилам и законам. И жизнь как основной закон природы также настал в соответствии с правилом роста, когда элементы искусственной природы в связывании вызывают химические процессы. Пример естественного организмования исходящего из начал роста представляют биологические существа, происходящие из маленьких семян которые не можно видеть голым оком. Эти семена из середины выжимают те свойства необходимые для роста, вплоть до момента когда они смогут дать новые семена. Этим способом биологические существа расширяют свою доминацию, в принадлежащей им среде.

Научные исследования направлены на открытие способов и закономерностей развития биологических существ. Это может быть полезным в развитии и организмовании искусственных систем. Подробные исследования показывают, что каждая искусственная организмовация функционирует по принципам самоорганизмовации. Сразмерно этому как будут открываются секреты функционирования природы, в той степени будут создаваться и более эффективные искусственные организмовации. Показываются что все что существует у человека как продукта самоорганизмовации, есть и в каждом предприятии или другом организмованном целом. У человека есть мозг и сердце. Мозг управляет человеком.

Управляя остальными частями человеческого тела, мозг является генеральным директором. То что генеральный директор осмыслит, нижние уровни должны сделать. Похоже и со сердцем,

обеспечивающим кровь в каждые части тела. Сердце представляет финансового директора, который должен обеспечить кровь, т.е. финансовые средства. Маркетинг сопоставляют с ушами, которые слушают желания, интересы и нужды покупателей, проводит информации до мозга. У кожи охранительная функция. Живот представляет склад.

Существуют и другие аналогии и закономерности, существующие в функционировании человека, как продукта самоорганизации и организационной системы. Та же ситуация и у растений и у животных (стая птиц, рои пчел и муравей). В каждой стае есть лидер, так и в организации есть начальники и служащие. Из-за этого говорят, что лучше стадо оленей, возглавляемое львом, чем стадо львов, возглавляемое оленем. Это можно применить и к организации общей деятельности рабочих.

5. РЕЗЮМЕ

В приведенном контексте указано на нужность оставления классических и принятие новых холистических технологий, т.е. концепта в экономике и менеджменте. Это исходит из позиции, что классическая технология основывается на философии механицизма и детерминизма. Ее основной замысел выражается в точном определении поступков, которые должны окончиться по определенному порядку, чтобы цель была достигнута. При этом нужно подчеркнуть, что классическая технология не уважает условия, в которых совершается определенная активность или деятельность, т.е. процесс. Это значит, что классическая теория в полностью маргинализирует окружение и не определяет линии трансформации или пространство и время, в которых совершается процесс трансформации, кто его совершает и при каком условии, итд.

Создание основных моделей холистической технологии, основывается на систематической структуре работы. На основании этой технологии, каждый может успешно контролировать свою личную жизнь. Это означает формирование холистической технологии, и ее применение на практике, основывается на приобретенном опыте и знании о научных открытиях, о пользовании правилами, о самоорганизации. Именно это показывает основную характеристику холистического подхода.

Системная структура личной и отдельной работы основывается на философии целостности, основывается на аристотелевом определении космоса. Он утверждал, что космос больше простой суммы его частей. А это именно дух, или душа целостности, что в современных работах представляется как повод для создания целостности или общества. Только современные научные исследования основных черт жизни, привели к сознанию, что энергия обуславливает все виды движений. Двигатели всего этого в ментальной активности. Систематическая структура личной и общей работы влияет на создание двух основных моделей холистической технологии.

Но, можно утвердить, что наука пока еще не открыла и ознакомилась со всеми компонентами основного закона жизни, т.е. природы и, что в соответствии с этим нет условия создавать совершенные организационные структуры. Из всего сказанного происходит, что ни одна технология не может определить, а должна принять холистические мотивы. В реальности возможно осмысливать и создавать все более качественные технологии с увеличением основных знаний о правилах, законодательстве основных законов природы.

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LEGAL ASPECT OF ELECTRONIC SIGNATURE IN DOMAIN OF ELECTRONIC GOVERNMENT IN SERBIA

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***Summary:** The rapid development worldwide has created possibility for wide exchange of informations and connection with different types of activities. Internet use and other modern forms of communication, besides acceleration of standard business forms, also provides opportunity of significantly faster activities of state authorities. Easy, cheap and safe communication of state and citizens is necessary in order to achieve most optimal organization of society. Introduction of „informatic society“ as priority provides detailed analysis of current work on all levels and adjustment with the movements in developed world.*

Inevitable follower of new technologies introduction is their normative regulation. Every type of electronic communication, retracts behind a legislative problematics, i.e. demands clear defined law regulative. It is necessary to introduce simple, easy understandable, modern and practically applicable laws. Functioning of basic community processes must be upgraded with law enforcement procedures. Informatically developed countries worldwide already enjoy in advantages of steady society and new technologies, and according to their implementations have gone far away from Serbia.

This work will have as a purpose to analyze the essential effects of EU legislative implementation on the legislative of Republic of Serbia in management domain with special emphasis on law problematics which can be shown in practice from the mentioned sphere.

Key words: e-signature, e-government, law.

1. DETERMINANTS OF ELECTRONIC SIGNATURE (E-SIGNATURE)

Electronic signature (8) is dataset in electronic form followed or logically connected with electronic document and serving for users identification." It can be displayed in form of small PIN code, computer supported fingerprint, digital signature but as a signed name at the end of an e-mail, i.e. scanned image of regular hand signature (13) It is about the primary phase in parties identification that exchange messages. It is technology applicable in systems of electronic business and electronic government, enables check of signature users, protects integrity of transferred data and correctness of electronic signing of message or document.

Depending on technology that electronic signature is done, there are:

- **Scanned manual signature** is simplest way of electronic signature. It is actually only an image of manual signature. It cannot be equalized with the personal manual signature and as such has no power in the legal transactions. Importance of such signature in electronic business is minimal.
- **Digital** (electronic signature) presents technology of which implementation in systems of electronic business enables authentication check of users, given messages or documents. Digital signature (13) is expression of signs in digital form (usual length of 1024 bytes) obtained with implementation of asymmetric cryptography. Use of digital signature implies processing access of signature production and checking process (verification) of signature.

- **Biometric signature** implies use of body parts in order of identification (parts of eye, cheeks, speech, hands, DNA, fingerprints). Body parts features are submitted in the databases because of identification issues. Such type of signatures are used in credit cards use, safety badges, entrances in control rooms, etc.

The law of electronic signature makes difference between electronic signature and qualified electronic signature. **Qualified electronic signature** (8) is electronic signature that confidentially guarantees users identity, integrity of electronic documents and disables additional denial of responsibility for its contents, and fulfills conditions confirmed by this law. Qualified electronic signature is primarily, strictly connected with the user and undoubtedly identifies him (her). Also, qualified electronic signature is directly connected with the mentioned data, and on a way that clearly enables access in any type of source data exchange. It must be under strict control of the person using – should disable all abuse possibilities of stealing means and/or production signature data (1) It is done by use of means for forming qualified electronic signature that user can independently manage and that are under strict supervision of signature user. Should provide users identity check – having in mind that electronic signatures don't have to clearly direct to particular name or surname, it is necessary to enable other possibility of identity check. Checking is only based on qualified electronic certificate of signature user.

Electronic signature presents numeric value (great number) which is, with use of secret key of the signature user, univocally obtained with application of particular mathematic algorithm of document content. Users dispose with two keys (public and secret), and mathematical apparatus is guarantion mean for signature check with strictly pair keys. Most frequent is device for creating so called - Smart Card. Secret user's key is located on device for creation an electronic signature, i.e. is installed on smart card chip. Public key of the users is located on electronic certificate together with other data that univocally identify the user.

Electronic certificate (8) is electronic document that confirms connection between data for checking electronic signature and users identity. Electronic certificate contains, besides the public user key, and other data of that particular user (e.g. name and surname, name of company, etc.) and it is signed by secret key of institution that provided the mentioned certificate.

As in the case of electronic signature, the Law is making difference between electronic certificate and qualified electronic certificate. **Qualified electronic certificate**, is in the law sense, electronic certificate provided by certification body for providing electronic certificates.

Certification body guarantees data corectiveness in the certificate, i.e. guarantees that the public key which is embedded in certificate belongs to the user which data is mentioned in that certificate. That is the reason why other Internet users, however having great confidence in the certification body, must be certain that particular public key belongs to user of appropriate secret key.

Certification body (Certification Authority - CA or Certification Service Provider - CSP) is, in the law of electronic signature, legal person that provides electronic certificates to the involved users. Electronic certificates (2) and appropriate secret (private) cryptographic keys can be used for authentication, i.e. presenting users on Internet, coding/decoding and electronic signing/verifying signed databases, electronic mails and transactions, in the framework of applications supporting work with electronic certificates. Purpose of qualified electronic certificates is verification of qualified electronic certificate, which has same legal action as manual signature. Institutions which provide qualified electronic certificates to the physical and authorized physical persons in Serbia are: Public Mail Service Company (JP PTT Saobraćaja), Serbian Chamber of Commerce (Privredna Komora Srbije) and Serbian Ministry of Exterior (MUP Republike Srbije).

2. ELECTRONIC GOVERNMENT (E-GOVERNMENT)

Electronic government (6) presents use of information-communication technologies, especially Internet ad tools for better management. (EU) It is about the implementation of information-communication technologies, (IKT) by which a more efficient and more effective work of management and owners of public authorities in government functioning, economic growth and decreasing administrative burden is reached (5) There are following types of relations between Government and communicating persons: (3)

- **Government Delivering Services to Individuals-G2IS:** In this case, the Government delivers services and benefits through direct relations with the citizens. It is about two direction communication – individuals can also provide informations to the Government.
- **Government to Individuals as Part of the Political Process-G2IP:** It is about the most important relation between the Government and its citizens, as a result of democratic processes. E.g., online voting for important issues.
- **Government to Business as a Citizen-G2BC:** This type of cooperation could be realized e.g. through paying taxes and submitting amendments from the Commission for valued papers side.

- **Government to Business in the Marketplace-G2BMKT:** Usually this type of relations is exhausted from the Government services to the companies. Anyway, one part of this relation means also supplying, employment of contractors or acquiring stocks and services from the management's side. Practical effects can be seen in saving time and money.
- **Government to Employees-G2E:** The relation can be compared with relation that company has with its employees. E.g. online transactions of Government and officials. This should be different of the above mentioned relations G2IP and G2IS.
- **Government to Government-G2G:** This kind of cooperation can be realized between e.g. federal, republic and municipal management.

E-government fundamentally changes the way of citizens communication with state government eliminating the mediator (state official) in communication. Besides this, concept of e-government changes and the way of state services management. In order to offer a service on Web, sometimes it is necessary to integrate more businesses and more organizational units. (7) E-government creates comfortable, transparent and cheap interaction between authorities and citizens, government and business companies, between governments, etc. The importance of project can be seen in everyday use of modern technologies from the executive authorities representatives, on that way even they are with better understanding of information-technologies roles and effects from the use in managements issues.

3. IMPLEMENTATION OF EU LEGISLATIVE

Initiative for development of information society in Eastern Europe (Electronic SouthEast Europe Initiative- eSEE Initiative). The countries of South-east Europe in year 1992 on Belgrade meeting signed and adopted international agreement "Agenda for development of information society in Southeastern Europe" as basic document for development of information society in the region. This agreement was adjusted with documents "eEurope 2002", "Action Plan eEurope 2005", as well as "eEurope+ - plan of countries candidates" and the Agreement was confirmed on the meeting of cooperation process in southeast Europe (South East Europe Cooperation Process - SEECP), March 2003.

The mentioned Agenda was changed with new strategic document and action plan of activities for development of information society in region of southeast Europe called "eSEE Agenda+", signed in Sarajevo, year 2007. Meeting was held under the Pact of stability in southeast Europe in cooperation with EU Commission. Agenda was signed, among the others, Serbia. Inside "eSEE Agenda+" priorities defined with European i2010 strategy about policies of information society development are reformulated in accordance with the specific priorities of the region. Every from the priority acting areas of Southeastern Europe countries has clear defined actions and tasks for period 2007-2012, in following: (4)

- first priority – creating unique informations space of Southeast Europe (availability of wide broadcasting networks of high speeds and safety services, development and access of enriched online contents and their transfer in conventional formats, development of interoperability in accordance with European Interoperability Framework, rules harmonization in informations society and media, national regional management of electronic identity);
- second priority – innovations and investments in ICT research and education (computers and Internet access in every school, education in ICT areas and knowledge, LLL training in ICT, further development of academic research networks and promotion of regional linking and cooperation);
- third priority – information society for everyone (access to technologies and existence of equal opportunities for everyone, ICT supported public services and e-Government questions, support of e-Business development, digital libraries and national heritage, e-linking).

The work on achieving mentioned tasks presents devotion of southeastern European countries to the development of information society in their economies by European models and standards, and their readiness to be compatible with IT developing processes.

Electronic signature. Serbia is among the last European countries which adopted the Law for electronic signature. This law has been obtained in National Parliament of Republic of Serbia on December 14, year 2004. It is completely in accordance with EU Directive 1999/93/EC from 19.01.2000. The law on electronic signature is only a base for further development of electronic business, mostly in the area of electronic government. It is base for initiating changes of existing or providing new legal solutions in Serbia (such as Law for electronic trade, Law for electronic document, Law for electronic archives, Law for time-stamping authority, etc.) that will regulate appropriate aspects of electronic business.

E-government. Area that is in middle of attention of European Directive and national laws is the e-government, and other public services offered to the citizens and legal bodies. Practical realizations of e-government applications are in very small numbers in whole Europe, so the area of implementation of European Directive is too still small. UNPAN (online network of United Nations for public management and finances) developed model (Web Measure Assessment Model) where every government on the way to become electronic is passing five degrees of online presence:(3)(11)

- 1) **Emerging presence;** Information – providing informations presents most essential form of e-government, where government is simply posting informations on web sites for the citizens. It is about first degree where informations available are basic and limited. Online presence of management/government is contained of the web pages and/or official web site. Majority of informations is static and options that population can use are limited.
- 2) **Enhanced presence** means greater access of informations provided from the management/government. Informations concerning the public policy is in form of texts, laws and other regulations, reports, info magazines, and base from which the data can be taken. Users can search through the databases and there is option «help», as well as site map.
- 3) **Interactive presence** is a section where online services become interactive with purpose of providing comfort to the users in a form of formulars – e.g. for tax applications or requests for extension of driving license, which can be downloaded from the web site. For some public informations there are even audio and video sources available. Public servants can be contacted through electronic mail, fax, telephone or mail. Web site is constantly updated.
- 4) **Transaction presence** (3) enables two-directional communication between users and e-government. It includes options for paying taxes, submitting requests for ID card, Passport, birth certificate statements, extensions of driving licences and other interactions, so the citizens can submit their demands online 24 hours a day, 7 days a week. It is also possible for the citizens to pay penalties (for traffic and other incidents), taxes for various services by credit or debit cards. Businessmen are in possibility to submit online offers and to participate on online tenders by safe web links.
- 5) **Participation; networked, integrated presence** – is phase that every management/government is aiming at. Desired ideal is possibility that any information or service from the state authority to be reachable with online connection. Presents integration of various public agencies and organizations with full cooperation and understanding the basic concepts not only of electronic government, but and the collective providing decisions and participative democracy. E-government encourages participative decision making and is ready to include the society in two-directional dialogue. By interactive mechanisms such as web formulars for web comments and innovative mechanisms for online consultation, the government actively calls the citizens and other actors to express their attitudes about the measures of public policy and to participate in the legislative process.

The level of use information technologies in state institutions is unequal. Procedure of introduction electronic way of acting in state institutions demands providing a lot of laws and regulations. Centre for e-Governance Program at Southeast Europe with cooperation of regional ministers and agencies, with the Center for e-Government Development (CeGD), Regional Council for Cooperation (RCC) and UNDP (United Nations Development Program) has organized training of Government officials in the area of e-government, with purpose to provide useful sessions for ministers, responsible bodies for e-Government development, experts and public and private institutions from Southeast European countries.

4. LEGAL ASPECT OF ELECTRONIC SIGNATURE IMPLEMENTATION

Most of the problems concerning the use of e-service are connected with the use of electronic signature as a basis for service functioning. Anyway, the practice shows that particular forms of e-service, such as e-business, developed independently from the laws adoption, managing these issues. In e-business smart cards for electronic signatures of financial transactions are used. Those signatures present "only" electronic signatures, because users have no qualified certificates, and smart cards that are in use are not verified as means for forming qualified signature in our country. There is only a small number of examples from the justice practice referring to electronic signature, so it cannot be still said that there is justice practice in this domain. There are a lot of problems occurred in the front of Serbian justice system that modern countries already solved or are on the way of doing so.

Most asked question refers to the legal security of electronic signature's use and validity of contracts/documents that are closed/signed this way. Some authors define this problem as relation of law and trust issues. According to them, components of trust are: (10) identity of the user, undeniability (impossibility

of denial that e-document was signed), trust (impossibility that third persons can find out about the contents of e-document) and integrity (impossibility to change the document contents). Legal problem would be – what exactly presents original of one electronic document?

The law of electronic signature has foreseen the way – how to keep electronic document, in the case the law or special regulatives demand. According article 4. part 1. of the Law it is required that e-document: 1) is on disposal for later use, 2) is kept in acquiring form, 3) is kept on way that enables identification of time and place of origination or acceptance, and person of forming, and 4) is formed by implementation of technology and acts that enable to confirm any change in electronic form confidentially.

In the cases of electronic business, the party of authentication acts in following way: signature user (person that has means for electronic signatures and doing electronic signatures in his name or in the name of legal or physical person) is signing with his secret key and sending it to the other party in that relation (mostly management body or business company). Company presentatives by use of key and given algorithm obtain some big number that, if it matches the number that user sent as electronic signature, univocally identifies the user, and from the certificat it is possible to see his identity. For user's authentication it is necessary existence of single database which will have (besides regular fields) and digital fingerprints of every citizen. Single field, Hash¹ value of the citizen, among the others can contain following: surname, name, name of the father, register number, name of the mother, her maiden name, place of birth, place of father's birth, place of mother's birth, personal password of at least six characters, state password of at least seven characters (every separated by coma). The signature user must submit request to the authorities in order to put all his data in single user database. Then will inform the responsible person, besides other data, and the personal password, and as an answer the citizen would obtain single Hash value of his personal data, and should keep it in secret. Here is another legal issue going on. Is it necessary to have digital signature while closing deal in electronic way? According the Law on obligational relations (article 67, attitude 1): (9) Closing contract, is not depending on any form, except if law precises differently! It means that existence of such signature is necessary only in situations defined by law. If there is a possibility for proving user's identity, closing deal in this way may be equal to the regular way of closing. Problem that is occurring with the digital signature is in much greater possibility of change and manipulation by the electronic media more than in the case of standard signatures.

Also, in some of the potential cases this question may appear – does electronic signature demands presence of some witness? Theoretically, if third party wants to be witness to this type of deal closing, it must primarily to dispose with same technic (public and secret key) as the other parties dispose and possibility to have schedule of activities (on the display) directed to the mentioned deal closing. In that case, the witness can identify in same way and confirm the "presence" on deal closing! It is about wrong access to the problem solution! Namely, this problematic was long time ago solved by countries that have developed e-business, so they have eliminated so called manual signature as condition for validity of one document/contract and exchanged it with appropriate digital option. In that case, eventual necessity of witness showing, to confirm authentication of specific signature is irrelevant.

Next potential problem is about the situations in which some private key, without owner's intention, become known to third parties. (12) In that case a question of conditions under the user has agreed upon using the key is to be asked. If private key user agreed on taking responsibility for documents signed with electronic signature, he (she) will bear the consequences of such an agreement. The user can be out of responsibility only if he (she) pursues the court that he (she) took reasonable steps to stop it's abuse. Opposite side, or the third party, can also prove that the owner of the key unintentionally enabled the third person to find out the contents of the key. Analog example is situation when some bank clerk unintentionally forgets to close the bank safe and provides to the third party access to unlegally gain some quantity of money.

The Law for electronic signature that Serbia adopted does not guarantee in full validity electronic signature in particular cases. According to this Law (article 3, part 2), the electronic signature does not have proving power in cases of legal businesses referring to: properties transfer on real estate, closing deals from areas of inheritance (testament, support for life term support, and similar), contracts for managing property relations of marriage partners, contracts for properties disposal of persons that has lost working possibilities, contracts on presents and other contracts which by special law or based on law obtained on strict use of manual signature in paper documents or manual signature is required.

At last, is it correct the firms wanting to provide services by electronic signatures, dictating previously given approval from the state's side or should be allowed to citizens and entrepreneurs to choose individually

¹ Hash functions (mathematical functions) are one-directional functions at which the input value is of any length, and output value throught the bytes of fixed length – hash value. It means that it is very simple to calculate hash value for given message, but is very hard to reconstruct the message from the given hash message. Hash functions are frequently used in security uses, such as authentication, integrity check, digital certificates, digital signatures and generators of pseudo-accidental numbers.

technology for creating electronic signatures? Answer on that question is given by EU Directive for adoption of electronic signature, strictly forbidding to participant countries to pose that condition for achieving licence.

5. CONCLUSION

Serbia is one of the countries in development that met the problem of fundamental system processes efficient reform by introduction of electronic services. The purpose now is to increase the working efficiency in the companies and public management by introduction of information technologies, and to decrease the administration. That will have faster economic development and involvement in world economic activities as a consequence.

Having in mind that there is radical change in the business it is necessary to have graduality in the access. Good starting point should be injecting trust of citizens in safety and correctness of this functioning type of management and business. Reform of telecommunication and increased use of Internet are top priorities. It is not possible to talk for information communities if average citizen of Serbia has not enough finances for buying home computer. Also, it is necessary to include competition in the sphere of telecommunication, privatize state operators, etc. In that case, development of e-business will undergo separately from development of e-government where the state will keep the right to implement own standards in aspect of technology choice.

In legislative sphere, primarily it is obligatory to release unnecessary and long-term bureaucratic procedures, and then implement regulations dictated by EU and adjust them to the home business practice demands. Legal framework for the information-communication technology, development of infrastructure and higher level of education for business use of ICT technologies are important conditions for that development. That will make the market more attractive and safer for investments. Anyway, it should have in mind that legal frameworks could provide only limited security, because the value and efficiency of e-service is primarily based on technology, and less on the legislative.

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